

‘Changing Times, New Challenges’

Proceedings

The Open University Business School
Walton Hall, Milton Keynes, MK6 7AA, UK

Wednesday 3rd November 2010



UNIVERSITY OF
STIRLING

A collaboration between The Open University and University of Stirling



Business School

‘Changing Times, New Challenges’

Contents

Welcome	2
About ISM-Open	3
Programme	4
Delegate list	7
Keynote speaker biographies	10
Keynote speaker abstracts	14
Conference abstracts	18



Welcome to 'Changing Times, New Challenges'

A Social Marketing and Socially Responsible Management Conference

We are delighted to welcome you to the ISM-Open 2010 Conference. The conference plays host to a variety of stimulating talks and sessions, and we thank all the various authors, peer reviewers, track chairs and speakers whose efforts have made this possible.

This one day conference, hosted by ISM-Open, is timely given the current atmosphere of global economic and social turbulence. What role can social marketing and socially responsible management play in moving towards a more sustainable and socially equitable economy? The research agendas that we set are vital in helping to advance thinking to meet the current challenges. This conference brings together academic, practitioner and public policy researchers from two key areas of management research to present and discuss current research relevant to these issues.

We are pleased to welcome our four Keynote Speakers: Professor Michael Polonsky (Deakin University, Australia), Professor Jeff French (Brunel University and CEO Strategic Social Marketing), Professor Roger Sugden (Director, Stirling Institute for Socio-Management, University of Stirling), and Professor Guido Palazzo (University of Lausanne). They will be speaking at the opening and afternoon plenaries respectively, and we look forward to hearing what they say have to say against the backdrop of our conference programme.

We would like to thank the members of the organising committee for their contribution, particularly Ross Gordon, Jackie Fry and Jan Swallow. We would like to thank everyone who has contributed to the conference, not least members of The Open University Business School and ISM-Open who helped organise the day, and of course all of you for taking part.

Dr Marylyn Carrigan, ISM-Open

Professor Sally Dibb, ISM-Open

Conference Chairs

Dr Anja Schaefer, Centre for Public Leadership and Social Enterprise

Dr MariaLaura DiDomenico, Centre for Human Resource and Change Management

Socially Responsible Management Track Chairs



UNIVERSITY OF
STIRLING

About ISM-Open

The Institute for Social Marketing (ISM) brings 29 years' experience to the study and dissemination of social marketing theory and practice. We began work in 1980 as the Advertising Research Unit at the University of Strathclyde, with a particular interest in mass media communications and their impact on public health. In 1992, our broadening interest in the whole marketing process led us to create the Centre for Social Marketing. In 1998 our work on tobacco was recognised by Cancer Research UK, who helped us establish the Centre for Tobacco Control Research. The Institute was established in 2004-5 at the University of Stirling under a joint venture with The Open University, under the Directorship of Professor Gerard Hastings. Our partnership with both institutions enables us to exploit the increasingly international focus of our work and to build on synchronicities within both universities.



The Institute continues to develop and grow with the launch in 2009 of ISM-Open, led by Professor Sally Dibb, Dr Marylyn Carrigan and Ross Gordon, based at The Open University in Milton Keynes.

The Institute conducts research in three key areas:

- The development and evaluation of behaviour change interventions based on social marketing principles.
- The impact of public policy on health and social welfare
- The impact of commercial marketing on the health and behaviour of individuals and of society more generally.

Current and recent projects areas include alcohol and alcohol marketing, mass media and young people, and tobacco control. Key priority research areas for ISM-Open in the future include: sustainability and sustainable consumption, faith and community partnerships, problem gambling, health, wellbeing and life of quality, ageing, food and nutrition.

Find out more by visiting our website: www.open.ac.uk/ism



Programme

09.00 – 09.20	Registration	MYB Foyer, ground floor
09.00 – 09.20	Refreshments	MYB 1-4, ground floor
09.25 – 09.30	Welcome: Professor Sally Dibb and Dr Marylyn Carrigan	MYB 1-4, ground floor
09.30 – 10.00	Professor Michael Polonsky: Deakin University	MYB 1-4, ground floor
10.00 – 10.30	Professor Guido Palazzo: University of Lausanne	MYB 1-4, ground floor
10.30 – 11.00	Professor Roger Sugden: University of Stirling	MYB 1-4, ground floor
11.00 – 11.30	Coffee break	MYB 1-4, ground floor
11.30 – 12.30	Session A	
Session Chair	Anne Smith	
A1, SM track	Alexander Reppel and Isabelle Szmigin The unwanted digital second self: A case for social marketing?	Presentation room, second floor
A1, SM track	Mark Grindle Can computer games save the planet? the role interactive entertainment might play in marketing sustainable consumption	Presentation room, second floor
A1 SM track	Shelia Malone The role of emotion in consuming ethically, a tourism context	Presentation room, second floor
Session Chair	Ross Gordon	
A2, SM track	Craig Hirst and Richard Tresidder Re-imagining food marketing: Moving beyond the duality of representation	MYB 1-4, ground floor
A2, SM track	Christine Domegan and Gerard Hastings On social marketing and social change: Co-creating relationships, partnerships and networks	MYB 1-4, ground floor
A2, SM track	Emma Giles Proposing a behavioural change model: engaging young adults with healthy lifestyles through social marketing	MYB 1-4, ground floor
Session Chair	Keren Bright	
A3, SRM track	Julia Tyrrell The role of small independent retailers in building neighbourhood community	Asch, second floor
A3, SRM track	Keren Bright Corporate social responsibility, human rights law and the pharmaceutical industry: Research studies of socially responsible management in practice	Asch, second floor
A3, SRM track	Ysanne Carlisle The demon in the strategy stream	Asch, second floor



12.30 – 13.40	Lunch break	Hub Theatre
13.40 – 14.10	Professor Jeff French: Brunel University, UK	MYB 1-4, ground floor
14.15 – 15.15	Session B	
Session Chair	Michael Polonsky	
B1, SM track	Ana Faria The invisibility of energy and how to communicate less energy intensive lifestyles	MYB 1-4, ground floor
B1, SM track	Christine Thomas Did we change a rubbish habit? The effectiveness of a Community Based Social Marketing approach to increasing recycling behaviour	MYB 1-4, ground floor
B1, SM track	Kevin Burchell and Ruth Rettie Putting the 'social' into social marketing: practices, norms and communities – the case of energy reduction	MYB 1-4, ground floor
Session Chair	Tom Farrell	
B2, SM track	Martine Stead Can social marketing be genuinely community-led? Complementarity and tensions between social marketing and community development	Presentation room, second floor
B2, SM track	Alan Tapp and Fiona Spotswood From transparency to invisibility: The implications of different behaviour change mechanisms for social marketers	Presentation room, second floor
B2, SM track	Patricia McHugh and Christine Domegan From authoritative governance to collaborative empowerment: a social marketing approach to the co-creation of science policy	Presentation room, second floor
Session Chair	Luciano Batista	
B3, SRM track	Luciano Batista The applicability of industrial symbiosis praxis to improving the environmental sustainability of supply chains	Asch, second floor
B3, SRM track	Emma Dewberry and Margarida Monteiro de Barros The fundamental role of ecological intelligence in creating resilient business practice	Asch, second floor
B3, SRM track	Lutz Preuss and Romano Dyerson Going with the flow? What CSR can learn from innovation	Asch, second floor
15.15 – 15.45	Tea break	MYB 1-4, ground floor



15.45 – 16.45	Session C	
Session Chair	Ross Gordon	
C1, SM track	Louise Hassan and Edward Shiu No place to hide: Using the cigarette as a social marketing tool	MYB 1-4, ground floor
C1, SM track	Anne Smith and Terry O'Sullivan The role of organisational citizenship behaviour in creating a sustainable working environment	MYB 1-4, ground floor
C1, SM track	Julie Wooler Social marketing for tourism: A destination-based approach for encouraging sustainable tourist behaviour	MYB 1-4, ground floor
Session Chair	Fiona Harris	
C2, SM track	Rita Mano Social marketing and performance evaluations in non-profit services: Missing stakeholders' expectations	Presentation room, second floor
C2, SM track	Stephen Little Place branding as social marketing: Building reputation and confidence	Presentation room, second floor
C2, SM track	Stephan Dahl Framing across cultures: preferences for different message framing options	Presentation room, second floor
Session Chair	MariaLaura Di Domenico	
C3, SRM track	Marisa de Andrade Corporate Social Responsibility (CSR): Socially Responsible Behaviour or 'a way business is conducted'?	Asch, second floor
C3, SRM track	Doris Eikhof <i>et al</i> Beyond sackcloth and ashes: Socio-management as an analytical framework	Asch, second floor
C3, SRM track	Tim Tarrant (Re)Defining corporate social responsibility (CSR) during a recession	Asch, second floor
16.50 – 17.00	Close and thanks: Professor Sally Dibb and Dr Marylyn Carrigan	MYB 1-4, ground floor

Future publications linked to the conference:

Attendees are encouraged to submit papers to the following forthcoming special issues:

- *Journal of Marketing Management* (publication 2012, Theme: Contemporary Issues in Green/Ethical Marketing)
- *European Journal of Marketing* (publication 2013, Theme: Social Marketing, Social Change)



Name	Organisation	E-mail
Dr Haider Ali	The Open University Business School	h.a.ali@open.ac.uk
Mrs Susan Anson	Aston Business School	s.c.anson@aston.ac.uk
Dr Stewart Barr	University of Exeter	s.w.barr@exeter.ac.uk
Dr Luciano Batista	The Open University Business School	l.batista@open.ac.uk
Mrs Sarah Bloomfield	The Open University	s.bloomfield@open.ac.uk
Mrs Keren Bright	The Open University	k.e.bright@open.ac.uk
Ms Rachel Brown	National Union of Students Wales	rachel.brown@nus-wales.org.uk
Dr Kevin Burchell	Kingston University	k.burchell@kingston.ac.uk
Dr Ysanne Carlisle	The Open University Business School	y.m.carlisle@open.ac.uk
Dr Marylyn Carrigan	The Open University Business School	m.carrigan@open.ac.uk
Mr Maurizio Catulli	University of Hertfordshire	m.catulli@herts.ac.uk
Ms Laura Chamberlain	Aston Business School	l.m.chamberlain1@aston.ac.uk
Dr Fiona Cheetham	University of Salford	f.c.cheetham@salford.ac.uk
Professor Christopher Cornforth	The Open University Business School	c.j.cornforth@open.ac.uk
Dr Stephan Dahl	Middlesex University	s.dahl@mdx.ac.uk
Ms Marisa de Andrade	Institute for Social Marketing, University of Stirling	marisa.deandrade1@stir.ac.uk
Dr Emma Dewberry	The Open University	e.l.dewberry@open.ac.uk
Dr MariaLaura Di Domenico	The Open University Business School	m.didomenico@open.ac.uk
Professor Sally Dibb	The Open University Business School	s.dibb@open.ac.uk
Dr Christine Domegan	National University of Ireland, Galway	christine.domegan@nuigalway.ie
Ms Patricia Donaldson	The Open University Business School	p.e.donaldson@open.ac.uk
Mr Brett Ellingham	Cranfield University	b.s.ellingham@cranfield.ac.uk
Dr Caroline Emberson	The Open University Business School	c.a.emberson@open.ac.uk
Mrs Ana Faria	The Open University	a.s.t.faria@open.ac.uk
Mr Tom Farrell	The Open University Business School	t.a.farrell@open.ac.uk
Mrs Michaela Firth	Department of Health	michaela.firth@gmail.com



Professor Jeff French	Brunel University & Strategic Social Marketing	jeff.french@strategic-social-marketing.org
Dr Emma Louise Giles	Newcastle University	e.l.giles@ncl.ac.uk
Professor Andrew Gilg	University of Exeter	a.w.gilg@exeter.ac.uk
Mr Ross Gordon	The Open University Business School	r.gordon@open.ac.uk
Mr Mark Grindle	Institute for Social Marketing, University of Stirling	m.a.grindle@stir.ac.uk
Dr Fiona Harris	The Open University Business School	f.harris@open.ac.uk
Dr Louise Hassan	Heriot-Watt University	l.m.hassan@hw.ac.uk
Professor Gerard Hastings	Institute for Social Marketing, University of Stirling	gerard.hastings@stir.ac.uk
Mr Craig Hirst	Sheffield Business School	c.hirst@shu.ac.uk
Miss Stephanie James	Framework Housing Association	stephanie.james@frameworkha.org
Mr Steven Johnson	The Hub	steven@socialchange-hub.co.uk
Dr Andrew Lindridge	The Open University Business School	a.m.lindridge@open.ac.uk
Dr Stephen Little	The Open University Business School	s.e.little@open.ac.uk
Mrs Mia Lorenz	University of Westminster	uni@mialorenz.net
Ms Laura MacDonald	Institute for Social Marketing, University of Stirling	l.e.macdonald@stir.ac.uk
Ms Sheila Malone	Nottingham Business School	lixsm20@nottingham.ac.uk
Dr Rita Mano	University of Haifa	ritamano@research.haifa.ac.il
Mr Kieran McCann	Cardiff Council – Cardiff, UWIC & Glamorgan Universities	kmccann@cardiff.gov.uk
Dr Morven McEachern	Lancaster University	m.mceachern@lancaster.ac.uk
Ms Patricia McHugh	National University of Ireland, Galway	p.mchugh9@nuigalway.ie
Ms Kathy McNeely	The Open University	k.mcneely@open.ac.uk
Dr Caroline Moraes	Birmingham Business School	c.moraes@bham.ac.uk
Dr Terry O’Sullivan	The Open University Business School	t.j.osullivan@open.ac.uk
Professor Guido Palazzo	University of Lausanne	guido.palazzo@unil.ch
Ms Samantha Parnell	University of Exeter	shsp201@exeter.ac.uk



Professor Rob Paton	The Open University Business School	r.c.paton@open.ac.uk
Dr Sue Peattie	Cardiff Business School	peatties@cf.ac.uk
Mr Andrew Piper	The Open University Business School	a.w.piper@open.ac.uk
Professor Michael Polonsky	Deakin University, Australia	michael.polonsky@deakin.edu.au
Professor Stephen Potter	The Open University	s.potter@open.ac.uk
Dr Lutz Preuss	Royal Holloway, University of London	lutz.preuss@rhul.ac.uk
Dr Alexander Reppel	Royal Holloway, University of London	alexander.reppel@rhul.ac.uk
Dr Ruth Rettie	Kingston University	rm.rettie@kingston.ac.uk
Helen Roby	The Open University	h.m.robby@open.ac.uk
Mrs Zoe Sanders	Emerald Group Publishing Ltd	zsanders@emeraldinsight.com
Dr Anja Schaefer	The Open University Business School	a.schaefer@open.ac.uk
Professor Gareth Shaw	University of Exeter Business School	g.shaw@exeter.ac.uk
Dr Rachel Slater	The Open University	r.a.slater@open.ac.uk
Dr Anne Smith	The Open University Business School	anne.smith@open.ac.uk
Dr Lara Spiteri Cornish	Coventry University Business School	l.cornish@coventry.ac.uk
Ms Fiona Spotswood	Bristol Business School	fiona2.spotswood@uwe.ac.uk
Ms Martine Stead	Institute for Social Marketing, University of Stirling	martine.stead@stir.ac.uk
Professor Roger Sugden	Stirling Management School, University of Stirling	roger.sugden@stir.ac.uk
Professor Alan Tapp	Bristol Business School	alan.tapp@uwe.ac.uk
Mr Tim Tarrant	Bristol Business School	timtarrant@btinternet.com
Dr Christine Thomas	The Open University	c.i.thomas@open.ac.uk
Dr Richard Tresidder	Sheffield Business School	r.tresidder@shu.ac.uk
Mrs Julia Tyrrell	Coventry University Business School	j.tyrrell@coventry.ac.uk
Mr Miguel Valdez	The Open University Business School	red.robot@gmail.com
Ms Emilie van de Graaff	Integrated Transport Planning Ltd	emilievandegraaff@yahoo.co.uk
Mrs Julie Wooler	University of Exeter	j.wooler@ex.ac.uk



Professor Jeff French

Strategic Social Marketing Ltd

Jeff French is a recognised global leader in the application of behaviour change and social marketing. Jeff has extensive experience of developing leading and managing public behaviour change projects, social marketing programmes and the development of communication strategies at international, national, regional and local level. With over 30 years experience at the interface between government, public, private and NGO sectors Jeff has a broad practical and theoretical understanding of national and international health and social development issues.



Jeff has published over 70 chapters, articles and books in the fields of behaviour change, social marketing, community development, health promotion and communications. Jeff is a visiting professor at Brunel University and Brighton University and a Fellow at Kings College University London and teaches at four other Universities in the UK.

Jeff was the Director of Communication and Policy at the Health Development Agency for five years from 2000 – 2005. In March 2005 Jeff was asked by the Department of Health to undertake a national review of social marketing for the UK government. From July 2006 through to July 2009 Jeff set up and managed the National Social Marketing Centre for England. In August 2009 Jeff became the Chief Executive of Strategic Social Marketing Ltd. Strategic Social Marketing works with clients from all over the world in the private, NGO and public sector on the development and evaluation of social behaviour change programmes. Strategic Social Marketing also provides consultancy services to some of the world's biggest corporate communications and research companies.

Jeff continues to act as the principle adviser to the National Social Marketing Centre and the Department of Health behaviour Change and Social Marketing policy team. Jeff also acts as an advisor to a number of national policy committees, the EU CDC *Knowledge and Resource Centre in Health Communication project*, and is a member of the organising committee of the *Global Social Marketer's network*. Jeff is a member of the editorial Boards of the *International Review on Public and Nonprofit Marketing* and the *Journal of Social Marketing*.

Jeff is the organiser of the World Social Marketing Conference which next takes place in Dublin, Ireland on the 11th and 12th of April 2011. Jeff's new book 'Social Marketing and Public Health Theory and Practice', published by Oxford University Press is now available. Jeff is also the author of the NSMC's new guide to procuring and managing the delivery of social marketing service.

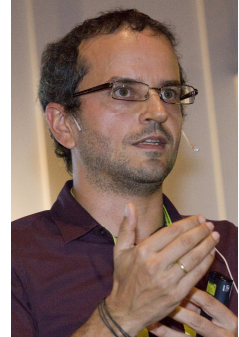


Professor Guido Palazzo

Professor of Business Ethics
University of Lausanne

Guido Palazzo is Professor of Business Ethics at HEC, University of Lausanne and a visiting fellow at the Universities of Oxford and Nottingham. He is also teaching in Master and EMBA programmes at the Universities of Fribourg, Lugano and Geneva as well as the Beijing Institute of Technology.

He studied business administration at the University of Bamberg/Germany and holds a PhD in political philosophy from the University of Marburg/Germany (1999).



He has two main research interests, a) globalization and corporate responsibility and b) ethical and unethical decision making in corporations. He is associate editor of the Business Ethics Quarterly and the European Management Review and sits on the editorial board of the Academy of Management Review and Business and Society. He was shortlisted for the Carol Dexter Best International Paper Award 2005 at the Academy of Management conference in Honolulu. In 2008 he won the Max-Weber Award for Business Ethics of the German Industry Association for his work on globalization.

Guido Palazzo consults and teaches on business ethics and CSR at companies such as Volkswagen, HP, Daimler, and Siemens and works with NGOs such as Amnesty International and SOS Child Village. He is member of a WHO working group (World Health Organization) that develops recommendations for the control of tobacco companies and has been involved in projects with the Fair Labor Association, the World Council for Sustainable Development and various UN organizations.

Selected publications

- Andreas Scherer & Guido Palazzo (2007): Towards a Political Conception of Corporate Responsibility - Business and Society seen from a Habermasian Perspective. In: Academy of Management Review, 32 (4): 1096-1120.
- Kunal Basu & Guido Palazzo (2008): Corporate Social Responsibility: A process model of sensemaking. In: Academy of Management Review, 33 (1): 122-136.
- Guido Palazzo & Andreas Scherer (2008): Corporate Social Responsibility, Democracy, and the Politicization of the Corporation. Dialogue in response to Edward and Willmott, Academy of Management Review, 33, (3): 773-775.
- Andreas Scherer & Guido Palazzo: A new political role of business in a globalized world - a review and research agenda. (Journal of Management Studies, forthcoming).



Professor Michael Polonsky

Chair in Marketing at the School of Management and Marketing
Deakin University, Australia

Michael Jay Polonsky has held the Chair in Marketing within the School of Management and Marketing at Deakin University since 2007. Before this he was at Victoria University and held the Melbourne Airport Chair in Marketing, between 2001 and 2005. He had taught in a number of other Australian Universities, as well as in New Zealand, South Africa and the US, which included teaching into programs offered in China, Malaysia and Singapore.



His research interests include: social, ethical and environmental issues in marketing; Stakeholder theory, marketing education, international marketing, services marketing and a new research area examining online panels in research. Some of his current projects explore, volunteering in nonprofits, non-donation of blood in migrant communities, carbon knowledge of consumers, the role of the dominant social paradigm and materials in shaping behaviour, and issues associated with online research panels.

He has published over 100 articles in internationally refereed academic journals, as well as numerous book chapters and conferences papers. He has co-authored a book on Managing Students Research Projects, as well as edited three books on Environmental Marketing. He has served as guest editor/co-editor for the *Journal of Marketing Education*; *Tourism Culture and Communications*; *Journal of Advertising*; *Asia Pacific Journal of Marketing and Logistics*; *European Journal of Marketing*; *Journal of Marketing Theory and Practice*; and the *Journal of Teaching in International Business*. He serves on the editorial review board of a number of socially oriented journals in marketing, including; *Journal of Public Policy in Marketing*, *Journal of Nonprofit and Public Sector Marketing*, *International Journal of Nonprofit and Voluntary Sector Marketing*; *International Review on Public and Non Profit Marketing* and the new *Journal of Social Marketing*.



Professor Roger Sugden

Professor of Socio-Economic Development and Head of the Stirling Management School
University of Stirling, Scotland

Roger Sugden (BA Law, Sheffield University; MA Economics, Warwick University; PhD Economics, Warwick University) has held posts in Berlin, Edinburgh and Birmingham, and has taught in Argentina, Chile, China, Italy, Nicaragua, Spain and the US. He is currently Professor of Socio-Economic Development and Head of the Stirling Management School, University of Stirling, Scotland.



His research has focused on economic organisation and local development, viewed in the context of globalisation and centred on the prospects for public initiatives that might stimulate socio-economic democracy. His publications contribute to the development of a strategic choice perspective on the theory and impact of organisations. Roger Sugden's current research focuses especially on two inter-related areas: the organisation of universities and the role of academics; creativity and socio-economic development.



Professor Jeff French

Why nudges are not enough and why social marketing is part of the answer to the current conceptual confusion evident within state sponsored social improvement programmes

In this presentation Jeff French will take a critical look at current thinking about how to bring about social improvement and why social marketing has a key role to play in both shaping the current social policy debate and ensuring more effective operational delivery.

Current policy reflects a degree of conceptual confusion. There is a move away from a top down management, target driven and evidence based approach, that is argued has been ineffective and wasteful. In its place there is an emerging strategy characterised by less state intervention and more personal responsibility. This emergent strategy is embodied in the 'Big Society' and a form of social contract characterised by the PM as "You put your taxes in and you get services out".

This approach whilst different in focus shares the same basic reciprocal principles as the social marketing of creating value and exchange. This alignment means that social marketing must have something to add to the emerging new agenda and intervention landscape.

The backdrop of this debate will be explored and its implications for social marketing. The financial crisis, the need to save money and do more with less. The rise of social psychology and behavioural economics supported by the principles of liberal paternalism and associated interventions such as Nudges. Jeff will argue that we have a great deal of understanding about what works and what does not and that this knowledge is compartmentalised and is often perceived to be in conflict and or competitive. The point will be made that there is a need for a full marketing intervention mix as well as a comprehensive approach to assisting people to change. Jeff will set out some new conceptual thinking about why nudges are not the full answer and make the case for a more comprehensive matrix of forms and types of intervention. A value cost matrix and an intervention matrix will be presented and explained. A central point will be made that all 'forms' and 'types' of intervention need to be informed by data, evidence and target audience insight.

Jeff will conclude by proposing that there is a need for a comprehensive strategic approach that tackles both the determinants and consequences of social problems and that social marketing is well placed to help develop a more comprehensive and inclusive approach to developing and delivering social programmes.

The case will be made for effort to be focused on an amalgamation and synthesis of what evidence and experience has taught us about how to develop deliver and assess social change programmes.



Professor Guido Palazzo

Primum non nocere – Some remarks on the future of CSR in a globalizing world

Over the last decade, the world has grown increasingly sensitive to the social and environmental problems related to the activities of multinational corporations (MNCs). Around the world, MNCs are the subjects of headline news with stories on social and environmental harm to which they are connected along their supply chains and in their sphere of influence. I will demonstrate how the process of globalization is driving a new, broader and highly politicized understanding of corporate responsibility. In the twenty-first century, corporations are expected to manage social and environmental challenges along their operations and within their sphere of influence, following the Hippocratic oath of *primum non nocere*: First do no harm.

Professor Michael Polonsky

Examining carbon and general environmental information

The changing nature of scientific knowledge about global warming has resulted in a changing approach to tackling environmental issues. Researchers have previously examined how consumers respond to environmental information, both in terms of attitudinal and behavioral changes. However, past research has not extensively considered how newer environmental issues and information have been integrated into marketing strategy and/or consumer decision making.

This research examines consumers understanding of carbon information and whether it is related to their understanding of more general environmental issues, where it found that knowledge of the general and more specific knowledge were not positively related, for both US and Australian consumers. Using SEM, the research also looks at how carbon and general environmental information impact, through environmental attitudes, on both general behaviors and behaviors related to carbon offsets for US and Australian consumers. The study found that general environmental knowledge influenced attitudes, whereas carbon knowledge did not. In turn attitudes influenced both general behavior and carbon related behavior. Country was included within the model and was only found to influence environmental attitudes and not other factors. The implications for this research are discussed in regards to marketing and policy implications.

Professor Roger Sugden

Public interests logic, management schools and academics

This paper explores the idea of a public interests management school, an organizational form that might position 'social marketing' and 'socially responsible management' to be able to play central roles in developing a more sustainable and socially equitable economy.

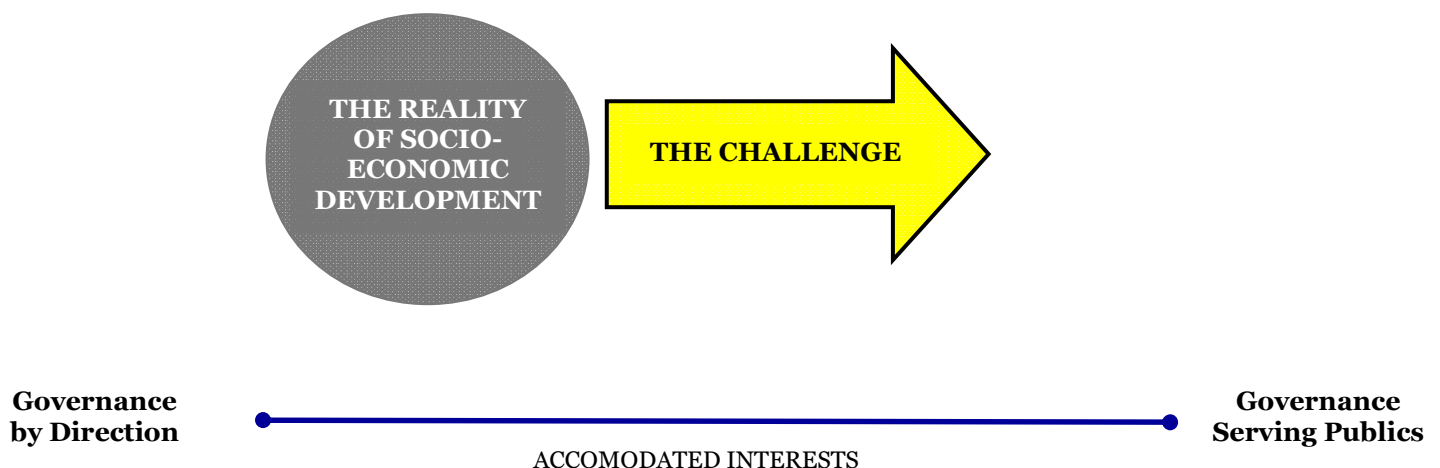


The method is to apply a line of reasoning in the heterodox economic analysis of the organization of production, hence of socio-economic development, and to draw upon a wider literature addressing education and universities. The analysis is explicitly related to the advocacy of a public interest school of management in Ferlie et al. (2010) but benefits from being rooted in the rigour of Dewey's (1927) seminal appreciation of publics and their interests; and in the positioning of his analysis in the strategic choice approach to understanding the organisation and impact of socio-economic activity (Sacchetti and Sugden, 2009).

The paper begins with a characterisation of socio-economic reality and potential. A rigorous basis is thereby provided for a novel contemplation of an organisation for management schools and a role for academics.

Socio-economic reality and potential

Our perspective is derived from a focus on the governance of socio-economic processes and systems, and the actors therein, in the sense of analysing which people make strategic decisions, on what basis and to what effect. To explore the 'winners' and 'losers' in different governance processes we deploy a Deweyan public interests criterion. The analysis is summarised as follows:

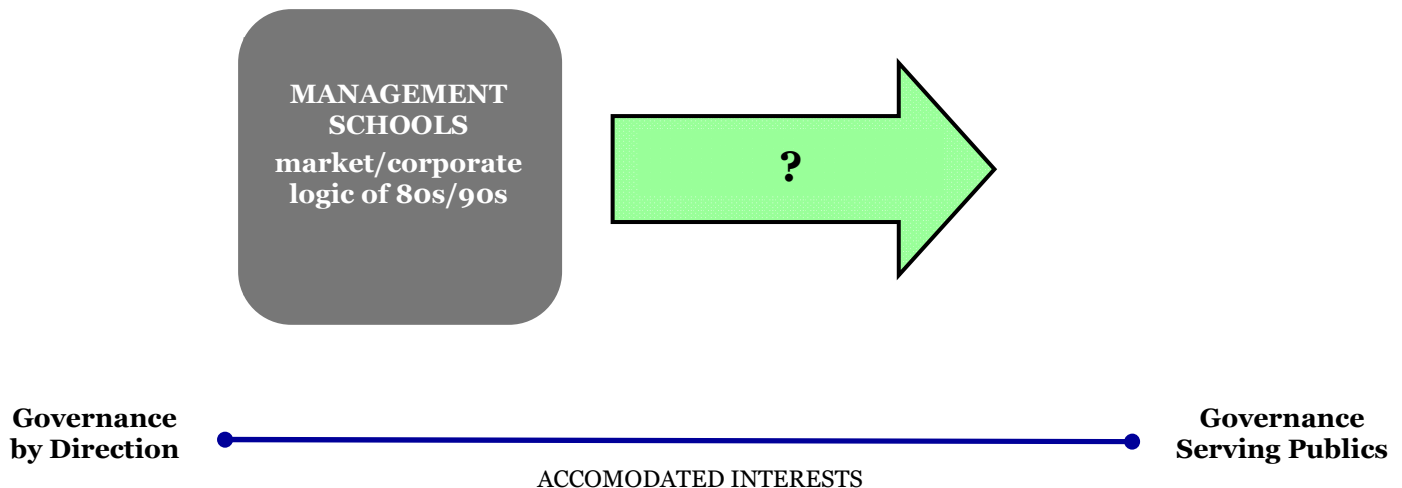


The idea is that one extreme is governance by direction, associated with the pursuit of specific private interests and the exclusion of publics, whilst the other extreme is governance serving the interests of publics. Between are degrees of direction. Current reality is depicted in the space towards the left of the spectrum. This is argued to pose a critical challenge for societies, namely: to evolve a model of socio-economic development that better serves the interests of publics. However, if people are to meet this challenge, then a suitable education system is necessary.

The organisation of management schools and the role of academics

Universities are not immune from the socio-economic contexts within which they sit, as witnessed by the influence of the sort of market-based models underlying the reality depicted above. As for university management/business schools in particular, Currie et al. (2010; S1) suggest that they

have actively promulgated the “recipe for disaster” that they see as the “neoliberal economic consensus that swept both developed and developing economies in the late 1990s and early 2000s.” This position is summarised below:



In contrast, we consider the possibility of a management school choosing to adopt Deweyan public interests logic; it might organise itself so as to enable people to think about, analyse and understand ways in which the interests of publics might be better served in the sense analysed by John Dewey. The primary impact of a public interests school would be to contribute to overcoming the current failures of socio-economic development, although realisation that much is unknown about serving the interests of publics suggests a critically important (research, knowledge exchange, teaching and learning) agenda.

Strategic directions for a would-be public interests management school also include:

- Providing public interest forums: spaces where people and organisations might learn freely to inquire and deliberate, such that those comprising actual or potential publics might explore their identities and shape their interests.
- Basing engagement with people and organisations that make up actual and potential publics on particular values, including: the rejection of controlling influences; positive freedom; inclusion on equal terms; sympathy; mutual respect; reciprocity; informed participation; continuous learning; and, in certain respects, the desire to reach a consensus.
- Giving greater weight to action research but in ways compatible with academic activity.
- Balancing sense and sensibility in research, knowledge exchange, teaching and learning activities; in doing so, forsaking the certainty of predetermined outcomes, and placing the nurturing and stimulation of people’s creativity at the heart of activity.

These directions might be argued to have particular implications for the development of ‘social marketing’ and ‘socially responsible management’ if those subjects are to play central roles in the emergence of a more sustainable and socially equitable economy.

Corporate Social Responsibility (CSR): Socially responsible behaviour or 'a way business is conducted'?

Marisa de Andrade
Institute for Social Marketing, University of Stirling
Email: marisa.deandrade1@stir.ac.uk

Abstract:

The idea that social responsibility is good for public relations (PR) and therefore good for business is not a new one (see Golden 1968 for example). Bernays defined PR as 'the practice of social responsibility' (Grunig and Hunt 1984 in Clark 2000: 368), and more recently Clark (2000: 368) has suggested that PR and CSR have 'similar objectives; both disciplines are seeking to enhance the quality of the relationship of an organization among key stakeholder groups. Both disciplines recognize that to do so makes good business sense.' It follows that if PR is simply a tool used by corporations to manipulate public opinion and perceptions (see Beder 1999; Miller and Dinan 2000; and Stauber and Rampton 2001 for examples), then CSR may be nothing more than 'faux altruism' (Hastings and Liberman 2009: 74) at the expense of the public.

This paper examines the conflict between insider and external discourses in the pharmaceutical industry based on keynote presentations to an audience of industry insiders at a public relations and communications summit. By way of participant observation and case studies provided by drug companies, the study attempts to show how managers and lobbyists communicate with corporate colleagues; use several communication strategies to engage the public in health issues; and devise policies apparently exemplifying socially responsible management.

Three case studies were identified to supplement observational and participatory notes. The first is based on a presentation by a company representative outlining the value of CSR in the company's business and corporate strategy, and illustrating how audiences are engaged with CSR messages. By increasing societal focus on neglected diseases through CSR campaigns, the company was able to gain policy support in pricing and regulation; 'avoid the loss of public trust and goodwill'; and 'develop new capabilities through partnerships.'

The second case study considers the core values and political strategies of a major European pharmaceutical lobby group. The analysis focuses on the organisation's devising of communication strategies to impact on policymakers and influential stakeholders, irrespective of implications for public health: 'The untruth we all have to play to is that the patient is at the centre of healthcare' (anon, 2009). Lobbyists encourage the industry to accept that its 'traditional' influences are no longer 'effective' and it needs to change its strategies to ensure continued success.

The third case study explores 'Public Relations in the Transforming European Pharma Market.' It brings together several examples of PR strategies and 'reputational networks' that pharmaceutical companies use to share knowledge and build customer trust. For example, it stresses the importance of engaging with patient advocacy groups as they play an increasingly important role in healthcare systems.

Internal discourses reveal the industry's communication strategy as engaged in the formation of a pseudo-scientific 'Malthusian catastrophe' to justify an agenda that is contradictory to the external message conveyed to patients. CSR is advocated as an essential business strategy which - if used in conjunction with other communication strategies such as public awareness campaigns; collaborations with patient advocacy groups; and affiliations with lobby groups that create both clinical and *political* messages appealing to policymakers - will lead to corporate successes. This study raises the question of whether these policies are ethically and honestly communicated to the



public, or can be inherently deceptive. It also raises questions about the purpose and value of CSR and whether or not we can trust companies to act responsibly.

The empirical data provides evidence supporting a model which brings together several, interactive stakeholders collaborating during scientific communication processes. Policies are implemented with the cooperation of other 'players' in the 'pharma-sphere', and these stakeholders help shape and define the messages disseminated to the public. In this way, they consciously and unconsciously facilitate Big Pharma's pursuit for profit. For some of these entities claiming to act in the public interest, colluding with an industry primarily responsible to its shareholders jars with their semblance of benevolence. For others, devising strategies to assist these companies' quest for commercial gain is used as a tool to attract more clients. This concept is described as 'Pharmaffiliation' and if used effectively by management teams, can create a veneer of socially responsible management that may not necessarily be in the public interest.

References

- Beder, S. (1999) Public participation or public relations? In: Martin B. (ed.) *Technology and Public Participation*. 169-192. Wollongong, Australia: Science and Technology Studies, University of Wollongong.
- Clark, C.E. (2000) Differences Between Public Relations and Corporate Social Responsibility: An Analysis. *Public Relations Review*. 26 (3), 363–380.
- Golden, L.L. (1968) *Only by Public Consent: American Corporations Search for Favorable Opinion*. New York, Hawthorne Books.
- Hastings, G., Liberman, J. (2009) Tobacco corporate social responsibility and on Tobacco Control slays a modern myth fairy godmothers: the Framework Convention. *Tobacco Control*. 18, 73-74.
- Miller, D., Dinan, W. (2008) *A Century of Spin: How Public Relations Became the Cutting Edge of Corporate Power*. London, Pluto Press.
- Philo, G., Miller, D. (2002) Circuits of communication and power: Recent developments in media sociology. In: Holborn, M. (ed.) *Developments in Sociology: Annual Review Volume 18*. 1 – 22. Lancashire, Causeway Press Ltd.
- Stauber, J., Rampton, S. (2001) *Trust Us, We're Experts: How Industry Manipulates Science and gambles with Your Future*. New York, Penguin Putnam.



The applicability of industrial symbiosis praxis to improving the environmental sustainability of supply chains

Luciano Batista
The Open University Business School
Email: L.Batista@open.ac.uk

Abstract:

Over the last decades, environmental issues concerning supply chains have been growing in importance and taking a significant part of the wider debate on how industry meets the challenges of sustainability (Seitz and Wells, 2006). Due to pressures from various stakeholders, organisations are currently facing increasing challenges to integrate sustainable practices in the management of their supply chains (Faisal, 2010).

The environmental impact of supply chains is a complex problem which involves interconnected and interdependent organisations from different industries, sectors and geographical areas. Finding ways of involving the parts of a supply chain system in synergistic relationships aimed at minimising the overall impact of the whole system on the environment is likely to achieve better results than each part trying to do its best in isolation.

The adoption of sustainable practices in supply chains is a daunting task. Even when players in the supply system try to be consistent, it is very difficult to do it at a global level (Faisal, 2010). This implies that to integrate sustainability in supply chains it is imperative to understand the mutual relationships among the players in the supply system. Moreover, the ecological paradigm for supply chain management demands extended integration of sustainability values, where responsible management is a key function (de Brito *et al.*, 2008).

When exploring a conceptual framework for sustainable supply chain management, Svensson (2007) has identified a number of somewhat isolated, but to a certain extent replicated, views in the literature that strive to address issues concerning sustainable business practices and theory, namely: green purchasing strategies; green marketing; environmental marketing; environmental management; corporate social responsibility (CSR); sustainable supply network management, life cycle assessment, ISO 1400 standards, and so forth. This paper aims to add a rather young field of development to this list: industrial symbiosis.

The applicability of industrial symbiosis concepts, practices and approaches in supply chain management seems to be reasonably useful for supporting the development of eco-innovative approaches to improve the environmental sustainability of supply chains. In general, industrial symbiosis focuses on the flow of materials and energy through networks of businesses and other organisations as a means of achieving ecologically sustainable industrial development (Seuring, 2004). It tries to engage separate industries in a collective approach to competitive advantage involving physical exchange of materials, energy, water, and by-products (Chertow, 2007). Collaboration and synergistic relationships are key aspects of industrial symbiosis initiatives. Such initiatives are expected to boost environmental integrity, social equity and economic prosperity of communities and regions (Bansal and McKnight, 2009).

Industrial symbiosis approaches such as '*cascading*' (repeated use of resources in different processes), '*loop-closing*' (repeated use of resources in same processes), the use of waste as feedstock to other organisations' processes, and the involvement of different layers of unconnected participants in symbiotic relationships, will be key managerial practices explored in the paper.



To delimit the discussion, the paper will focus upon the food supply chain. The environmental and social consequences of the food industry and its supply chain activities represent a global challenge which requires innovative sustainable practices that are effectively achievable to the organisations involved. The food sector as a whole faces considerable challenges imposed by the limited availability of arable land and natural resources for food production on the one hand, and the continuous increase of food consumption dictated by the exponential growth of populations and livestock on the other hand. In 2008, the Cabinet Office pointed out the pressures of climate change on food production and the impact of food chains on the environment as some of the major challenges which need to be addressed before long (Strategy Unit, 2008).

In order to improve its accountability and responsibility toward new expectations of customers and the society, the food sector needs innovative ways of developing concerted actions and collaboration initiatives that improve not only intra-organisational processes within specific areas, but also the relationships and integration of inter-organisational processes that take into account the flow of both products and by-products across industries.

In general, the paper will critically discuss and identify potential links that can integrate cross-industry processes through the application of industrial symbiosis concepts and practices. The managerial implications here addressed will consider how organisations involved in a food supply chain system can get engaged in symbiotic relationships that can potentially improve not only their own environmental sustainability performance, but also the performance of the supply chain system they are part of.

References

- Bansal, P. and Mcknight, B. (2009). Looking Forward, Pushing Back and Peering Sideways: analysing the sustainability of industrial symbiosis, *Journal of Supply Chain Management*, 45(4), p.26.
- Chertow, M. (2007) 'Uncovering Industrial Symbiosis', *Journal of Industrial Ecology*, 11 (1), p.11.
- de Brito, M.; Carbone, V. and Blanquart, C. (2008). Towards a sustainable fashion retail supply chain in Europe: organisation and performance, *International Journal of Production Economics*, 114(2), p.534.
- Faisal, M. (2010). Sustainable supply chains: a study of interaction among the enablers, *Business Process Management Journal*, 16(3), p.508.
- Seitz, M. and Wells, P. (2006). Challenging the implementation of corporate sustainability, *Business Process Management Journal*, 12(6), p.822.
- Seuring, S. (2004) 'Industrial Ecology, Life Cycles, Supply Chains: differences and interrelations', *Business Strategy and the Environment*, Sep/Oct2004, 13(5), p.306.
- Strategy Unit (2008) 'Food Matters: Towards a Strategy for the 21st Century', Strategy Unit Report, Cabinet Office.
- Svensson, G. (2007). Aspects of sustainable supply chain management (SSCM): conceptual framework and empirical example, *Supply Chain Management: an International Journal*, 12(4), p.262.



Corporate social responsibility, human rights law and the pharmaceutical industry: research studies of socially responsible management in practice

Keren Bright
The Open University
Email: k.e.bright@open.ac.uk

Abstract:

The pharmaceutical industry is a fascinating sector to explore as many people feel so passionately about it. It is not like the producers of televisions and washing machines: its products do literally mean the difference between life and death. It is fascinating to explore the social, moral and legal obligations and responsibilities the pharmaceutical sector owes to society and how campaigners from a myriad of institutions and organisations attempt to push out boundaries. The sector has been vilified in many quarters - it is not an exaggeration to say it has felt under siege - and the sector has sought to address the deluge of criticism.

The websites and annual reports of large pharmaceutical companies over the last ten years have increasingly engaged with human rights issues and particularly the right to health. They have also built extensive and formal corporate social responsibility frameworks – not because anybody says to, but voluntarily. The companies may themselves argue that this has something to do with attracting employees of the highest calibre and encouraging pride in and loyalty to their employer. It of course makes good business sense: committed employees work harder. Good press about voluntary social responsibility also attracts the attention of corporate and individual investors.

Some development of corporate social responsibility has been ad hoc, incremental, and in response to approaches from external bodies and some has been encouraged by external audits of one sort or another. One audit mechanism was drafted under the auspices of the United Nations. These are the United Nations guidelines concerning access to health drafted by Professor Paul Hunt, Special Rapporteur to the UN on the right to the highest attainable standard of health. These guidelines were drafted after years of consultation with many parties including the large pharmaceutical companies. The companies wanted five or six guidelines of a general nature. Professor Hunt was of the view that general and vaguely drafted guidelines would not be helpful: he detected goodwill from the companies, but a need for precise and specific guidance to enhance access to medicines. Consequently he drafted 47 guidelines, accompanied by explanatory commentary. Whilst many of the major pharmaceutical companies were involved during the period of consultation, the majority of these (with the notable exceptions of Novartis and NovoNordisk) withdrew from a later phase which required evaluation of their policies and practices against the guidelines and publication of the evaluation. One key reason for the withdrawal was that the guidelines seek to impose legal obligations upon pharmaceutical companies to advance the human right to the highest attainable standard of health. This is a step too far for the pharmaceutical companies - although they generally maintain that they comply with many of the UN guidelines in any event.

One audit which seems to have been far more successful with the industry than any other is the Access to Medicines Index. This has been published twice, in 2008 and 2010 and it is funded by a Dutch foundation. Superficially it appears to concentrate on just seven criteria, which is what the pharmaceutical companies said they wanted when they talked to Professor Paul Hunt. However, each of those seven criteria are further subdivided into a number of others, which are all weighted differently. So in total, we do not have a picture any less complex than the 47 UN Guidelines. What is interesting however is that pharmaceutical companies have assisted in the preparation of this audit. There are a number of reasons for this. One is that they are being asked about what they are actually doing and the findings are presented positively in terms of their achievement and the laggards gently exposed. As the companies know that the audit is an iterative process, this engages



them in competition against their sector peers to see where they will be placed next time. The Access to Medicines Index does not seek to pin particular social and moral obligations and responsibilities upon the pharmaceutical industry, but this audit is indirectly achieving significant progress in these areas.

Against this background, this paper will undertake a comparative study of three pharmaceutical companies in terms of their development of corporate social responsibility frameworks from the particular perspective of the human right to health and access to medicines. This paper will also evaluate how these three pharmaceutical companies have fared in various external audits and what they see as their direction in terms of corporate social responsibility in the future.

References

- Access to Medicines Index, www.accesstomedicineindex.org/
- Angell, M. The pharmaceutical industry: to whom is it accountable? *N Eng J Med* 342: 1902-1904 (2000)
- Annex to General Assembly 63rd session on the Right to Health UN Document A/63/263, dated 11 August 2008
- Dukes, M. Accountability of the pharmaceutical industry *The Lancet* 360(9356):1682-1684 (2002)
- GSK, GlaxoSmithKline Statement in Response to Paul Hunt's Report on GSK (A/HRC/11/12/Add.2) dated June 2009 available at <http://198.170.85.29/GSK-response-to-Paul-Hunt-report-June-2009.pdf>
- Merck's response to the Guidelines dated 29 February 2008, which include the need for more health professionals and health system development; available at 198.170.85.29/Merck-response-to-UN-Special-Rapporteur-Hunt-29-Feb-2008.pdf
- Realising Rights, UN Global Compact and Global Reporting Initiative (2009), 'A Resource Guide to Corporate Human Rights Reporting', accessed from www.globalreporting.org/humanrights
- Report to the General Assembly of the UN Special Rapporteur on the right to the highest attainable standard of health (UN document: A/63/263, dated 11 August 2008)
- UN Millennium Development Goals available at www.un.org/millenniumgoals/global.shtml



Putting the 'social' into social marketing: practices, norms and communities – the case of energy reduction

Kevin Burchell and Ruth Rettie
Kingston University
Email: k.burchell@kingston.ac.uk
Email: r.rettie@kingston.ac.uk

Abstract:

Social marketing is increasingly cited as an important component of the response to the behavioural demands of sustainability (Peattie and Peattie 2009; Institute for Government/Cabinet Office 2009), and in particular energy reduction (HM Government 2009). However, our paper starts from the observation that, while social marketing emphasises the use of marketing techniques for socially desirable outcomes, it often fails to capitalise upon the highly 'social' ways in which people think, learn and act. Based upon this premise, and referring to our own research, our objective is to discuss a number of ways in which the 'social' can be more fully emphasised in social marketing.

While difficult to characterise, it is probably fair to say that most social marketing on the issue of energy reduction emphasises: the dynamics and problems associated with climate change; why energy reduction is important; and, tools with which people might learn about and reduce their own energy consumption; for instance, see the UK government Act on CO2 website (Department for Energy and Climate Change 2010). In doing so, such programmes appear to assume fairly linear causal relationships, at the level of the individual, between information, attitudes and behaviour, often based upon theory from psychology and behavioural economics. While these concerns and assumptions are not without value, our paper presents a number of ways in which such social marketing might be rendered both more 'social' and more effective.

First, from the sociological perspective of practice theory, the analytical focus moves from individuals to social practices (such as cleaning or cooking), understood as linked arrays of: doings and sayings, material things and infrastructures, meanings, norms, and engagements (Schatzki 1996; Reckwitz 2002). As Warde (2005) points out, consumption is rooted in practices. This is particularly true of energy; people do not purposefully use energy but do so incidentally while pursuing taken-for-granted practices, consequently energy consumption is often invisible (Shove and Guy 2000). On the basis of such sensibilities, a number of novel objectives might emerge for social marketing, such as: to make visible and challenge energy consuming practices, and to highlight the energy consumption within practices via real time and retrospective energy consumption feedback (Darby 2006a; Fischer and Duscha 2009).

Second, the social norm approach from social psychology has been widely and successfully used in social marketing campaigns to encourage a range of pro-environmental behaviours, including energy consumption (Schultz et al. 2007; Nolan et al. 2008; OPOWER website 2010; also see Rettie and Burchell 2010; CHARM website 2010). The social norm approach relies on the empirical observation that people tend to conform to norms, and uses marketing techniques to communicate the positive behaviour of others. This might take the form of comparative feedback about the energy consumption of other people or more general exemplary communications regarding the low energy practices of other people. In this way, the social norm approach has the potential to render social marketing more social by capitalising on the *social* nature of individual behaviour.

In the CHARM research project, we employ a technologically sophisticated version of the social norm approach in the context of household energy consumption. At the same time, to better understand the dynamics of changes in energy consuming practices, the energy consumption data that we collect will be complemented by questionnaire, interview and focus group data.



Finally, in future research designed to further reflect the very social ways in which people think, learn and act, we intend employ this novel social marketing approach within a more avowedly community context. Here, drawing on social learning theory, we note the extent to which learning happens in ways that are social, that is to say experiential, contextual and informal (Darby 2003; 2006b). In addition, drawing on community action research on energy, we emphasise the unique way in which community action provides these conditions (Schone 2009; Heiskanen et al. 2010), as well as the catalytic and synergistic potential of marketing and action among a range of relevant groups, institutions and individuals within the community (McKenzie-Mohr 2000). Finally, drawing on more general community action practice and theory (Butcher et al. 2007; Adger 2003), we also note the fundamental challenge to social marketing practitioners to act *with* rather than *upon* communities.

In conclusion, our aim here is not to criticise the current social marketing on energy reduction, but to propose that recognition of the highly social ways in which people think, learn and act is worthy of more routine reflection not only in social marketing on energy, but more generally within the discipline and practice.

References

- Adger, W. (2003) Social capital, collective action and adaptation to climate change. *Economic Geography*, 79(4): 387-404.
- Butcher, H., S. Banks, H. Henderson and J. Robertson (2008) Critical community practice, Oxford University Press.
- Cabinet Office/Institute for Government (2009) *MINDSPACE: influencing behaviour through public policy*, <http://www.instituteforgovernment.org.uk/images/files/MINDSPACE-full.pdf>.
- CHARM (2010) <http://www.projectcharm.info/>.
- Darby, S. (2003) Awareness, action and feedback in domestic energy use. Unpublished D.Phil Thesis, Environmental Change Institute, University of Oxford.
- Darby, S (2006a) The effectiveness of feedback on energy consumption. A review for DEFRA of the literature on metering, billing and direct displays. Environmental Change Institute, University of Oxford.
- Darby, S. (2006b) Social learning, household energy practice and public policy: lessons from an energy-conscious village, *Energy Policy* 34: 2929-2940.
- Department of Energy and Climate Change (2010) Act on CO2 website, <http://actonco2.direct.gov.uk/actonco2/home.html>.
- Fischer, C. and M. Duscha (2009) Consumer feedback through informative electricity bills, chapter 6 in Praetorius, B. Innovation for sustainable electricity systems: exploring the dynamics of energy transitions, Physica-Verlag: Heidelberg.
- Heiskanen, E., Johnson, M., Robinson, S., Vadovics, E. and Saastamoinen, M (2010), Low-carbon communities as a context for individual behavioural change, *Energy Policy*, forthcoming.
- HM Government (2009) The UK low carbon transition plan: national strategy for climate and energy, HM Government, July 2009.
- McKenzie-Mohr, D. (2000). New ways to promote proenvironmental behavior: promoting sustainable behavior: An introduction to community-based social marketing. *Journal of Social Issues*, 56(3), 543-554.
- Nolan, J.M. et al. (2008) Normative social influence is under detected, *Personality and Social Psychology Bulletin*, 34: 913-923.
- OPOWER (2010) <http://www.opower.com/>.
- Peattie, K. And S. Peattie (2009) Social marketing: a pathway to consumption reduction? *Journal of Business Research*, 62:260-8.
- Reckwitz, A. (2002) Toward a theory of social practices, *European Journal of Social Theory*, 5(2): 243-263.



- Rettie, R. and Burchell, K. (2010) CHARM: The 'social norm approach' from a practice perspective, EASST conference, Trento, September.
- Schatzki, T (1996) *Social Practices. A Wittgensteinian Approach to Human Activity and the Social*, New York, Cambridge University Press.
- Schultz, W., J. Nolan, R. Cialdini, N. Goldstein and V. Griskevicius (2007) The constructive, destructive, and reconstructive power of social norms, *Psychological Science*, 18(5): 429-34.
- Schone, S. (2009) The role of consumers in climate policy, Senternovem First European Conference on Energy Efficiency and behaviour, October 18-20 2009, Maastricht.
- Shove, E. and S. Guy (2000) *A sociology of energy, buildings and the environment: constructing knowledge, designing practice*, London: Routledge.
- Warde, A. (2005) Consumption and theories of practice, *Journal of Consumer Culture*, 5: 131-150.



The demon in the strategy stream

Dr Ysanne M. Carlisle
The Open University Business School
Email: Y.M.Carlisle@open.ac.uk

Abstract:

In strategy today, 'dynamic capabilities' is the dominant perspective (Bareto, 2010; Easterby-Smith et al, 2009). Bareto, (2010, 256) cites article search evidence from 1997-2007 to back up this claim which is affirmed by Easterby-Smith *et al* (2009): 'If anything, interest in this topic has been increasing, as evidenced by citation counts and the amount of programme time devoted to it at major conferences, such as those sponsored by the Strategic Management Society and the Academy of Management (Easterby-Smith et al, 2009, p. 1).

The dynamic capabilities perspective is considered here as the 'demon in the strategy stream' because it fails to conceptualize organizations as they really are; as complex living systems (De Geus, 1997). It will be argued that it remains tacitly if not explicitly wedded to the Newtonian 'clockwork universe' metaphor (Capra, 1996) which has become entrenched in Western thought (e.g. Helbing, 2009). This is a metaphor which has promoted the idea that managers can tinker with organizations as if they were machines to achieve top down directed premeditated outcomes from change. This notion has long been discredited in the change management literature (e.g. Beer, 1990; Heifetz and Linsky 2002). It has also been long accepted that the strategies which emerge in organizations depend upon factors other than rational analysis, planning and execution. Some aspects of strategy are emergent (e.g. Mintzberg, 1978). The forces which shape the behaviours, decisions and actions of organizational members which contribute to patterns of emergent strategy are complex and neglected within dynamics capabilities reasoning. These forces are complex and can have a powerful influence upon the directions of organizational development. It will be argued that the dynamic capabilities idea that the main role of a manager is to 'orchestrate' assets in an analogous manner to the conductor who orchestrates the members of an orchestra, places but a thin veneer over this clockwork universe 'machine' metaphor, neglects these fundamental elements and forces shaping the directions of organizational change, marginalizes the human factor and is leading to prescriptions for practice with the potential for damaging consequences.

In the organizational literature, the term 'dark' is often used to refer to undesirable and potentially destructive behavioural emergences which can arise in organizational settings (e.g. Furnham and Taylor, 2004). For example Conger (1990) used the term to describe 'the dark side of leadership', encompassing leadership behaviours which can have a damaging impact upon subordinates (e.g. Bies and Tripp, 1998; Tepper, 2000; Zellars, Tepper and Duffy, 2002) and organizations (e.g. Vredenburg and Brender, 1998; Kellerman, 2004; Lipman-Blumen, 2005; Einarsen et al 2007; Aasland, et al. 2010).

This literature offers an indication of the sorts of damaging consequences which can arise within an organization when managers deploy the type of thinking promoted in the dynamic capabilities literature.

In physics, the term 'dark' is used without any sinister overtones to refer simply to elements, forces and patterns of movement with properties which can not be understood within the frameworks of conventional Newtonian thought i.e. 'dark matter' to account for missing mass in the universe, 'dark



energy' pushing galaxies apart in defiance of known gravitational forces and 'dark flows' of galaxies moving towards some 'strange attractor' in an unknown part of the universe.¹

The point is that there are dynamic complexities in the universe which Newtonian reasoning can not explain. There are also dynamic complexities in living social systems which are not amenable to understanding using the type of reasoning which dynamic capabilities theorists have hitherto employed. Organizational systems are 'complex' as opposed to 'complicated' and whatever else they may be they are not orchestras. They have a phenomenology of their own (Nicolis and Nicolis, 2009). They can only be analyzed, or for that matter managed as if they were merely complicated up to a point. As Capra, 1982, p. 101) noted, Newtonian scientific theories 'are approximations which hold their validity only over a certain range.'

This paper will use the term 'dark' in a manner which is similar to that in which it has been deployed in physics to describe the organizational equivalents of dark matter, dark energy and dark flows which are neglected in the dynamic capabilities framework. It uses complexity science concepts to consider dark unpredictable emergences, which are also 'dark' in the sense of the term as it is used in the management literature. In particular, it considers how the type of thinking which underpins dynamic capabilities can lead to poor ethical standards in management.

References

- Ilídio Barreto (2010) 'Dynamic Capabilities: A Review of Past Research and an Agenda for the Future', *Journal of Management*, Vol. 36 No. 1, January 2010 256-280 DOI: 10.1177/0149206309350776
- Mark Easerby Smith et al 2009, Dynamic Capabilities: Current Debates and Future Directions, *British Journal of Management*, Vol. 20, S1–S8, DOI: 10.1111/j.1467-8551.2008.00609.x
- Ilídio Barreto (2010) 'Dynamic Capabilities: A Review of Past Research and an Agenda for the Future', *Journal of Management*, Vol. 36 No. 1, January 2010 256-280 DOI: 10.1177/0149206309350776
- Mark Easerby Smith et al 2009, Dynamic Capabilities: Current Debates and Future Directions, *British Journal of Management*, Vol. 20, S1–S8, DOI: 10.1111/j.1467-8551.2008.00609.
- De Geus, A. (1997) *The Living Company*, Harvard Business School Press, Boston.
- Stuart Kauffman, 1996, *At Home in the Universe: the search for laws of complexity*, Penguin, London. P6
- Dirk Helbing, 2009, Managing Complexity in Socio-Economic Systems, *European Review*, Vol. 17, No. 2, 423–438. p 423. doi:10.1017/S1062798709000775.
- Beer, M., Eisenstat, R.A. and Spector, B. (1990) 'Why Change Programmes Don't Produce Change', *Harvard Business Review*, 68(6) pp. 158-166.
- Heifetz, R.A. and Linsky, M. (2002). *Leadership on the Line: Staying Alive through the Dangers of Leading*, ISBN 9781578514373

¹ The problem with detecting dark matter, estimated to make up 22 percent of the universes mass is that it can not be seen as light does not interact with it. It does however exhibit the tug of gravity which is why scientists know it exists. Dark energy is an unknown force which appears to be causing the expanding universe to accelerate. This is counterintuitive as the forces of gravity in theory ought to be slowing it down. In 2008 a team of researchers led by Kashlinsky discovered that patches of matter in the universe seem to be moving at high speeds in a uniform direction that can't be explained by any known gravitational pull. Their research findings were published in the *astrophysical journal letters* on October 20th. In physics the term dark has been adopted to refer to these three phenomena which can not at present be explained within existing frameworks of understanding.
(Sources: See: *Astrophysical journal letters*, www.space.com ; www.physicsworld.com; www.nasa.gov www.livescience.com)



- Mintzberg, H. (1978) 'Patterns in strategy formation', *Management Science*, **24**(9) pp. 934 – 948.
- Furnham, A., & Taylor, J. (2004). *The dark side of behaviour at work. Understanding and avoiding employees leaving, thieving and deceiving*. New York: Palgrave Macmillan.
- Conger, J. A. (1990). 'The dark side of leadership', *Organizational Dynamics*, **19**, pp. 44–55.
- Bies, R. J., & Tripp, T. M. (1998). Two faces of the powerless. Coping with tyranny in organizations. In R. M. Kramer & M.A. Neale (Eds.), *Power and influence in organizations* (pp. 203–219). London: Sage.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, **43**(2), 178–190.
- Zellars, K. L., B. J. Tepper and M. K. Duffy (2002). 'Abusive supervision and subordinates' organizational citizenship behavior', *Journal of Applied Psychology*, **87**, pp. 1068–1076.
- Vredenburg, D. and Y. Brender (1998). 'The hierarchical abuse of power in work organizations', *Journal of Business Ethics*, **17**, pp. 1337–1347.
- Kellerman, B. (2004). *Bad Leadership. What it is, How it Happens, Why it Matters*. Boston, MA: Harvard Business School Press.
- Lipman-Blumen, J. (2005). *The allure of toxic leaders. Why we follow destructive bosses and corrupt politicians—and how we can survive them*, Oxford: Oxford University Press.
- Stale Einarsen, Merethe Schanke Aasland, Anders Skogstad (2007), 'Destructive leadership behaviour: A definition and conceptual model', *The Leadership Quarterly*: **18**, 207–216. ISSN: 1048-9843. doi:10.1016/j.leaqua.2007.03.002
- Aasland, M.S. Skogstad, A. Notelaers, A. Morten, G. Nielsen, M.B and Einarsen S. (2010), 'The prevalence of destructive leadership behaviour', *British Journal of Management*, Vol. **22** No2, pp. 2 -15. DOI: 10.1111/j.1467-8551.2009.00672.
- Gregoire Nicolis and Catherine Nicolis (2009), 'Foundations of Complex Systems', *European Review*, Vol. **17**, No. **2**, 237–248. doi:10.1017/S1062798709000738
- Capra, F. (1982) *The Turning Point: Science, Society, and the Rising Culture*, New York: Simon and Schuster.



Framing across cultures: preferences for different message framing options

Dr Stephan Dahl
Middlesex University
s.dahl@mdx.ac.uk

Abstract:

While there is an increasing body of knowledge of how cultural values play a part in international communication, there is still a lack of research looking at if and how cross-cultural differences influence health related public service or social adverts, which are often used as a main communication tool in social marketing campaigns.

In previous studies, cultural values have been shown to have significant effects on advertising content, especially the appeals being used to advertise (Dahl, 2004). Specific to social and health ads, fear appeals, have been found to be interpreted differently across cultures (Sheer & Chen, 2008), other studies have highlighted differences in social obligation as a motivational factor across cultures (Barrett, Wosinska, Butner, et al, 2004). One of the few studies that used cross-cultural concepts linked to appeals used in smoking cessation advertising found that loss-framed messages were more favorably perceived in a uncertainty avoidant culture, whereas gain-framed messages were more favorably perceived by individuals from a low uncertainty avoidance background (Reardon, Miller, Foubert, et al, 2006).

Against the backdrop of only limited research, this study aims to contribute to the debate on if and how cultural values can be used to predict preferences for certain appeals in public service advertising. This is particularly important for pan-national health promotion programmes, such as campaigns run by international bodies, such as the WHO, UNAIDS or the European Union, which at the moment tend to use the same adverts, tools and slogans across various countries. For example, the European Union's HELP "For a life without tobacco" anti-smoking campaign uses the same slogans (translated), imagery and appeals for all member countries of the EU, despite that there are substantial cultural differences between these countries.

This study compares preferences expressed for social adverts using different appeals for two major health issues, namely smoking cessation and condom use. 2000 male members of a gay networking website (1000 from the UK and 1000 from Portugal) who gave their age as between 18 and 35 were randomly selected and surveyed. The survey consisted of four pairs of mock up adverts promoting condom use, and four mock up pairs of adverts promoting smoking cessation, the two major health concerns among young (under 35) gay men. Each pair consisted of the same image with only the tagline changed – each pair testing for different message framing options (negative vs positive, aggressive vs supportive etc). When compared, there were substantial differences in the preferences expressed between the two groups surveyed, which suggests that different framing options are preferred by different nationalities.

References

- Barrett, D.W., Wosinska, W., Butner, J., Petrova, P., Gornik-Durose, M., Cialdini, R.: (2004) Individual differences in the motivation to comply across cultures: the impact of social obligation, *Personality and Individual Differences*, 37(1), 19-31
- Beerli-Palacio A., Martín-Santana J.D., Porta M. (2008): Marketing as a tool to increase the effectiveness of public health plans. 2008 SESPAS Report, *Gaceta Sanitaria*, 22 (1), 27-36.
- Dahl, S. (2004): Cross-Cultural Advertising Research: What Do We Know About the Influence of Culture on Advertising? Middlesex University Discussion Paper No. 28. Available at SSRN: <http://ssrn.com/abstract=658221>
- Hofstede, G. (1991): *Cultures and Organizations: Software of the Mind*, London: HarperCollins



- Lewis, I., Watson, B., White, K.M. (2008): An examination of message-relevant affect in road safety messages: Should road safety advertisements aim to make us feel good or bad?, *Transportation Research: Traffic Psychology and Behaviour*, 11(6) November 2008, 403-417
- Lewis, I.M., Watson, B., White, K.M. & Tay, R (2007): Safety? Promoting Public Health Messages: Should We Move Beyond Fear-Evoking Appeals in Road , *Qualitative Health Research* 17 (1), 61-74
- National Social Marketing Centre, 2010: Health literacy and social marketing, available online: <http://www.nsmcentre.org.uk/about-us/9-health-literacy-and-social-marketing.html> (Accessed 18 February 2010)
- Okazaki, S. & Mueller, B. (2007): Cross-cultural advertising research: where we have been and where we need to go, *International Marketing Review* 24(5), 499 – 518
- Orth, U. R., Oppenheim, P. P., & Firbasova, Z. (2005). Measuring Message Framing Effects Across Europe. *Journal of Targeting, Measurement and Analysis for Marketing*, 13(4), 313 - 326.
- Orth, U. R., Koenig, H. F., & Firbasova, Z. (2007). Cross-national differences in consumer response to the framing of advertising messages. *European Journal of Marketing*, 41(3/4), 327-348.
- Reardon, J., Miller, C., Foubert, B., Vida, I., Rybina, L. (2006): Antismoking Messages for the International Teenage Segment: The Effectiveness of Message Valence and Intensity Across Different Cultures, *Journal of International Marketing*, 14(3), 115-138
- Sheer, V.C & Chen, L. (2008): Intrinsic Characteristics of Health-Related Fear Appeals from Chinese Print OTC Ads: Implications for Fear Message Construction, *International Journal of Communication*, 2, 936-958.



The fundamental role of ecological intelligence in creating resilient business practice

Dr Emma L Dewberry
The Open University
Email: e.l.dewberry@open.ac.uk

Ms Margarida Monteiro de Barros
Loughborough University
Email: M.Monteiro-De-Barros@lboro.ac.uk

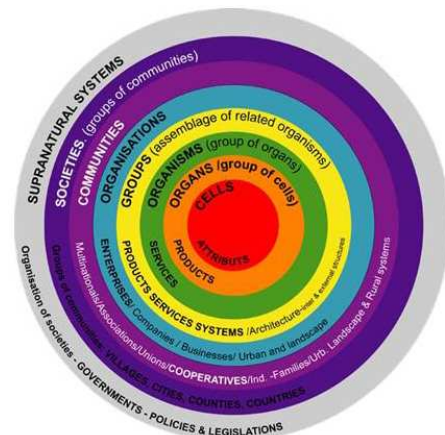
Abstract:

This is a conceptual paper that is informed by the ideas and outcomes of two EPSRC funded projects undertaken in the areas of sustainable innovation, organizational change and ecological literacy from 2005 to 2008. This transdisciplinary landscape offers up interesting questions concerning the make-up of sustainable practice in organizations: its limits and the opportunities that can arise for creating resilient business thinking and outcomes.

The first project *Design Dialogues* [1] addressed the integration of sustainability across the scale of business practice, particularly that found in the innovation of new products and services. A number of dialogues were undertaken with expert academics and practitioners in the field of sustainability to understand what is important in constructing meaningful responses to sustainability. There was a surprising level of agreement on what constituted core sustainability values and motivations: particularly the importance of individual value-systems in driving sustainability within organizational activities. An innovation approach was also highlighted as important in challenging the value-system of business; as De Bono suggests [2], innovation should challenge what people know and should explore the different dimensions of performance at the organisational level [3]. The project interviewed six leaders of sustainability-oriented organizations about their thinking and practice. The findings indicated that innovation for sustainability embraces a sustainability culture within which alternative futures and different outputs can be visualized. In so doing the project evolved a methodology for innovation for sustainability that focused on two key paths [4]: the first a cultural pathway to provoke transformations at different scales: individuals, teams, leaders, organizations etc.; its aim to build new thinking rather than implementing sustainability as an add-on to existing business ways of seeing and doing. One of its elements is a framework that enables decision making to be driven through challenging existing assumptions and habits, fostering new connections and developing new modes of operations (figure 1). The second, an operations pathway, finds new opportunities to explore relationships in the value chain – the intra and inter-relations in the business cycle through time - to generate future scenarios which support holistic sustainable solutions at different scales from attributes and products to services and systems (figure 2).



Figure 2 Understanding inter and intra system relationships



A key message from these projects is that creating sustainability (rather than reducing unsustainability) [13] must embrace the ecological domain. What emerged from the dialogues in both projects, and what a trans-disciplinary exploration also showed, was that limits to organizational change are bounded by the limits of the business system. It seems likely that to apply ideas of sustainability as add-on to current practice does not produce a longevity of more sustainable practice; there is not scope for resilient futures to grow in this mode of thinking as the limits of current system priorities [the economic boundaries] challenge sustainable operations at their core. Economic boundaries are man-made ones; ecological boundaries are not. The 'real-world' is one of depleting natural resource stocks: peak oil and peak minerals and ores [14]. Business models that do not acknowledge the scale of this resource decline have limited potential to navigate the changing system boundary. There is a need to explore the many ways in which ecological intelligence can be deeply understood, integrated and imagined to inform the growth of resilient societal cultures and operations, including those of the business world. It is possible that design can help vision such change through the creation of new types of products, services, systems and operations that help to deliver sustainability.

[1] EPSRC funded project, 2005-2008. Design Dialogues: An exploratory study of design narratives, methodologies and tools towards achieving Factor 10 outcomes [GR/s90645/01].

[2] De Bono, E., 1999. Six thinking hats. 2nd ed. Boston, MA: Back Bay Books.

[3] Drucker, P.F., 1988. The coming of the new organization, *Harvard Business Review*, 88 (1), 45–53.

- [4] Dewberry E. L. and M. Monteiro de Barros, 2009, Exploring the need for more radical sustainable innovation: what does it look like and why?, *International Journal of Sustainable Engineering*, Vol. 2, No. 1, March 2009, 28–39
- [5] EPSRC Collaborating for Success through People Research Programme, 2007-2008, *Exploring eco-literacy and its relevance in realizing far-reaching sustainable innovation*. [EP/F013116/1].
- [6] Capra, F. 1997, *The Web of Life – a new synthesis of mind and matter*, London: Flamingo, p 89.
- [7] Ehrenfeld, J., 2000, Industrial Ecology: Paradigm or Normal Science? *American Behavioral Scientist*. 44(2): 229-244,.
- [8] Orr, D. W., 1994, *Earth in Mind: On Education, Environment, and the Human Prospect*, Island press
- [9] Cobb, E. 1993, *The Ecology of Imagination in Childhood*, Spring Publications (first published 1977)
- [10] Author's interview, Professor Peter Allen, Head of the Complex Systems Research Centre, Cranfield University, 19th December 2007
- [11] Author's interview Professor Emeritus Ken Eason, School of Sport, Exercise and Health Sciences, Loughborough University, 14th February 2008
- [12] Senge, P. et al, 2005, *Presence: Exploring Profound Change in People, Organizations and Society*, Nicholas Brealey Publishing
- [13] Ehrenfeld, J.R., 2004. Searching for sustainability: no quick fix. *Reflections*, 5 (8), 1–13.
- [14] Cohen, D. (2007) Earth Audit, *New Scientist*, 26/05/2007, Vol. 194 Issue 2605, p34-41.



On social marketing and social change: co-creating relationships, partnerships and networks

Dr Christine Domegan
National University of Ireland, Galway.
Email: christine.domegan@nuigalway.ie

Professor Gerard Hastings
Institute for Social Marketing, University of Stirling and The Open University
Email: gerard.hastings@stir.ac.uk

Abstract:

In acknowledging the collective aspect to social change, social marketing recognises no one organisation has the capacity and resources to understand and respond to socially complex or wicked problems such as climate change and obesity (APSC, 2009; Boyle and Harris, 2009; Hornik, 2002). Multiple stakeholders at different levels have versions of the issue reflecting the interdependencies of social systems, contexts, content and actors. Social marketing is particularly good at realigning individual self-interest that is not consistent with the collective behaviour of a society (Andreasen, 2006; Maibach & Cotton, 1995; Wallack, Dorfman, Jernigan & Themba, 1993; Brenkert, 2002; Rothschild, 1999 and 2002). This demands joint actions at every level by a variety of public, private and third sector stakeholders, if a narrow, artificial, fragmented, linear and unsuccessful approach is to be avoided. Social marketing, in capturing this complexity to place public interest on a level with self interest, identifies a total market dimension to the interplay of social change in a pluralistic society. Social marketing links the individual to the collective, the consumer to the citizen and visa versa through an intense collaborative networked partnership 'total market' mechanism for social change that shapes and defines the quality of life (MacKay 2008; Rothschild, 1999; Niblett, 2005; Andreasen, 2006; Abela & Murphy, 2008; Lefebvre, 2009; Layton, 2007; 2009 & 2010).

Social marketing networked partnerships are central to this more sophisticated and comprehensive understanding of social change at individual and societal levels. Partnerships "can add leverage, reach and heft" (Bentz et al., p.20) in tackling social issues. Partnerships bring resources and create infrastructure to advance environmental and policy change, utilising community leaders and organisations, the corporate sector, and the media as gatekeepers of public opinion (Andreasen, 2002; 2006). Partnerships offer multiple levels of influence to identify and manage structural change points (Hastings, MacFadyen & Anderson, 2000; Wallack, Dorfman, Jernigan & Themba, 1993). The application of reciprocal partnership strategies at downstream, mid-stream and upstream results in a conceptual maturing towards the "market with" and "relational" approach to social progress (Hastings, 2003; Hastings & Saren, 2003; Lusch & Vargo, 2006; Wilkie & Moore, 2003).

How do networked partnerships co-create behavioural and social change? Social marketing locates the common denominators between the various needs and wants of the stakeholders. Interaction, communication and partnerships structures "how the wants of policymakers, consumers and marketers come into congruence to meet similar goals" (Bentz, Dorfman, Denniston, & Novelli, 2005, p. 20). As Denniston notes;

Consumer: I want healthier kids: therefore I will give up short-term pleasures and conveniences and support those who champion improved public policies.

Policymaker: I want to increase my public support: therefore I will fight for improved policies for nutritional and recreational choices for kids and families.



Marketer: I want to reduce childhood obesity: therefore I will offer support for policy makers who champion improved nutritional and recreational choices for kids and families” (Denniston, 2005, p.20).

The collective impact, social innovation and progress is achieved by *rebundling* resources *within and across* multiple levels of a system of relationships. Collaborative value networks go beyond utilitarian forms of citizen engagement, involvement and consultation to the adoption of symbiotic, equal partnerships (Boyle & Harris, 2009). Furthermore, value networks identify, empower and infuse resource integrators from up, mid and downstream levels, culminating in reciprocal partnerships. Societal change is fundamentally dependent upon networked system relationships and transformational partnerships (Crutchfield and Grant, 2008) that “integrate and transform micro-specialised competences into complex value propositions with market potential” (Lusch, Vargo and Tanniru, 2010, p.21). The asset sharing, resource integration, rebundling and information liquidification of the collaborative network had the effect of increased network density, reconfiguring form, time, place and possession (Lagarde, Doner, Donovan, Charney & Grieser, 2005; Lusch, Vargo and Tanniru, 2010). Social marketing’s social change multimodality, from this ‘total market’ perspective with the interplay of individual/micro and community, society or macro levels, lends itself to a synergistic, rather than an additive, integration framework where the sum of the value created is greater than the sum of the networks acting independently (MacKay 2008; Prahalad & Krishnan, 2008; Crutchfield & McLeod Grant, 2008). It suggests the relationships, networks and multilevel systems nature of change co-creation and associated density of interconnections is a function of its aggregate social relationships matrix (Quelch & Jocz, 2007; Salla 2005; McKenzie-Mohr & Smith, 1999; Vargo and Lusch, 2008; Layton, 2008 & 2009).

This paper explores relationship networks in social marketing as a powerful social change agent. The paper discusses the key constructs of the total market approach, co-learning, resource sharing, interaction, communication and networked relationships, most applicable to social marketing. In doing so, we will demonstrate how social marketing can extend social change to understand and manage interaction between, and interdependence of factors within and across all levels of behaviour with the physical and soci-cultural environment.

References

- Abela, A.V. & Murphy, P.E. (2008). Marketing with integrity: Ethics and the service dominant logic for marketing. *Journal of the Academy of Marketing Science*, 36: 39-53.
- Andreasen, A.R. (2002). Marketing social change in the social change marketplace. *Journal of Public Policy and Marketing*, 21(2): 3-13.
- Andreasen, A.R. (2006). *Social marketing in the 21st century*. London, UK: Sage.
- Australian Public Service Commission, Contemporary Government Challenges. Tackling Wicked Problems, A public Policy Perspective. Commonwealth of Australia 2007.
- Bentz, J., Dorfman, L., Denniston, R., & Novelli, W. (2005). Opportunities for social change through upstream partnerships. *Social Marketing Quarterly*, 11(3-4): 17-25.
- Boyle, D., and Harris, M., (2009). The Challenges of Co-Production; How equal partnerships between professionals and the public are crucial to improving public services. NESTA Discussion paper, London, UK.
- Brenkert, G.G. (2002). Ethical challenges of social marketing. *Journal of Public Policy & Marketing*, 21(1): 14-25.
- Crutchfield, L.R. & McLeod Grant, H. (2008). *Forces for good: the six practices of high-impact nonprofits*. San Francisco, CA: Jossey-Bass.
- Hastings, G.B., (2003). Relational paradigms in social marketing. *Journal of Macromarketing*, 23(1): 6-15.
- Hastings, G.B. & Saren, M. (2003). The critical contribution of social marketing. *Journal of Marketing Theory*, 3(3): 305-317.



- Hastings, G.B., MacFadyen, L., & Anderson, S. (2000). Whose behaviour is it anyway? The broader potential of social marketing. *Social Marketing Quarterly*, 6(2): 46-58.
- Hastings, G. (2007). *Social marketing. Why should the devil get all the best tunes?* Oxford, UK: Butterman-Heinemann.
- Hornik, Robert (ed.) (2002). *Public Health Communication: Evidence for Behaviour Change*. Mahway, NJ: Lawrence Erlbaum Associates.
- Lagarde, F., Doner, L., Donovan, R.J., Charney, S. & Grieser, M., (2005). Partnerships from the downstream perspective: The role strategic alliances play in implementing social marketing programs. *Social Marketing Quarterly*, 11(3): 38-45.
- Layton, R.A. (2008). The Search for a Dominant Logic, A Macromarketing Perspective. *Journal of Macromarketing*, 28(3): 215-227.
- Layton, R.A. (2007). Marketing systems a core macromarketing concept. *Journal of Macromarketing*, 27(3): 227-242.
- Layton, R.A. (2010). On economic growth, marketing systems and the quality of life. *Journal of Macromarketing*, 29(4): 349-362.
- Lefebvre, R.C. (2009). The change we need: New ways of thinking about social issues. *Social Marketing Quarterly*, 15(3): 142-144.
- Lusch, R.F. & Vargo, S.L. (2006). Service-dominant logic: Reactions, reflections and refinements. *Marketing Theory*, 6(3): 281-288.
- Lusch, R.F., Vargo, S.L. & Tanniru, M. (2010). Service, value networks and learning. *Journal of the Academy of Marketing Science*, 38:1:19-31.
- MacKay, B. (2008). PSP-One On-Line Social Marketing Conference, Social Marketing for Health in the Developing World: What Have We Accomplished and What Does the Future Hold? Accessed March 29th at <http://www.conferences.icohere.com/login/login.cfm?comseq=1563313326135463>
- Maibach, E. & Cotton, D. (1995). Moving People to Behaviour Change: A Staged Social Cognitive Approach to Message Design in E. Maibach and R. Parrott (Eds.), *Designing Health Messages. Approaches from Communication Theory and Public Health Practice*, CA: Thousand oaks, Sage.
- Niblett, G. R. (2005). Stretching the limits of social marketing partnerships, upstream and downstream: setting the context for the 10th innovations in social marketing conference. *Social Marketing Quarterly* 11(3): 9-15.
- Prahalad, C. & Krishnan, M. (2008). *The new age of innovation: Driving co-created value through global networks*. New York: McGraw Hill.
- Quelch, J. & Jocz, K.E. (2007). *Greater good, how good marketing makes for better democracy*. Boston MA: Harvard Business Press.
- Rothschild, M.L. (1999). Carrots, sticks and promises: A conceptual framework for the management of public health and social issue behaviours. *Journal of Marketing*, 63(4): 24-37.
- Rothschild, M.L. (2002). Accommodating self interest. *Social Marketing Quarterly*, 8(2): 32-35.
- Rothschild, M.L., Mastin, B. & Miller, T.W. (2006). Reducing alcohol-impaired driving crashes through the use of social marketing. *Accident Analysis & Prevention*, 38(6): 1218-1230.
- Salla, M. (2005). How Organisations create social value. HBS Working Knowledge, Research and Ideas. Boston MA: Harvard Business Press.
- Temple, S., Long, T., Wayman, J., Taubenheim, A., & Patterson, J. (2008). Alliance building: mobilizing partners to share the Heart Truth with American Women. *Social Marketing Quarterly*, 14(3):68-78.
- Vargo, S. & Lusch, R. (2008). Service-dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science*, 36: 1-10.
- Wallack, L., Dorfman, L., Jernigan, D. & Themba, M. (1993). *Media advocacy and public health*. Newbury Park, CA: Sage.
- Wilkie, W. & Moore, E. (2003). Scholarly research in marketing: Exploring the 'four eras' of thought development. *Journal of Public Policy and Marketing*, 22(2): 116-146.



Beyond sackcloth and ashes: Socio-management as an analytical framework

Doris Ruth Eikhof, Mark Grindle, Jerry Hallier,
Gerard Hastings, Scott Hurrell, Silvia Sacchetti, Roger Sugden
University of Stirling
Correspondence: d.r.eikhof@stir.ac.uk

Abstract:

Concern with 'socially responsible management' has been growing in universities, reflected in a burgeoning literature and the interest of bodies like the United Nations. Until now these developments have remained largely marginalized but circumstances are apparently changing. Economic crisis has recently been followed by damning indictments, coinciding with renewed and stinging criticism from within the universities themselves. For example:

- Schumpeter (2009) views 2009 "as a year of sackcloth and ashes for the world's business schools"
- Currie *et al.* (2010) accuse the schools of actively promulgating the "recipe for disaster" that they see as the "neoliberal economic consensus that swept both developed and developing economies in the late 1990s and early 2000s"
- Ferlie *et al.* (2010) call for a focus on "broader social interests and concerns."

The time seems right for a radical shift. Certainly, there is ample evidence that a shift would impact on people's wellbeing. This is the context in which we suggest a thorough revision of conceptualisation and understanding, research and teaching regarding socio-economic activities and the way they are managed.

Across management studies and its related fields, attempts to analyse economic activity in relation to its wider socio-economic impact exist, but are disjointed. Established traditions of critical analysis are constituent, for instance, to social marketing, labour process and socio-economic analysis. Recently, critical work on corporate social responsibility and principles of sustainability has started to dominate mainstream debates. However, what is needed is a new framework based upon fresh perspectives and conceptualisations so as to provide common space for critical analysis of the way in which socio-economic activity is managed.

This paper aims to introduce *socio-management* as such a framework. Our starting-point is to recognise interdependencies between individuals, businesses, organisations, communities, societies and territories; and to enable the articulation and scrutiny of these interdependencies. We do so by introducing a general model of those individual and collective actors and their interactions and interdependencies that need to be taken into account to analyse economic activity in its complex socio-economic embeddedness. We also focus on selected actors and interdependencies in more depth, drawing on contributions from different, established disciplines. We consider, for example:

- *Producers and consumers*
Social marketing analysis reveals dangerous consumption behaviours – both of individually harmful products and of all products to excess – that are driven by business practices that fail to address the full human costs. The tobacco industry is the most obvious example but alcohol, pharmaceutical, fast food and most recently oil are also implicated (Gapper, 2010); as indeed is marketing in general, with its push to encourage ever more consumption in a finite and overheating world.
- *Organisations and working lives*
Mainstream HRM is dominated by issues of implementation and performance measurement (Harley and Hardy, 2004; Strauss, 2001), and a re-casting of corporate strategies as people-



friendly investment policies that mutually benefit employees and employers (*inter alia*, Storey, 1987; Guest, 1987, 1999). That perspective leaves little room for work's wider social context. Shifting the focus to working lives reveals that members of organisations are also members of families and wider social groupings, implying responsibilities that employees bring into the workplace and that are thus intricately entwined with HRM.

- *Professions and paradigms of management practice*
In HRM, professional rhetoric typically centres on “business partnering” and how the function can “add value” to “business customers” rather than employees (CIPD, 2006). However, while HRM has lost ‘social legitimacy’ as steward of the social contract between management and employees (Kochan, 2007), it is struggling to become a full strategic business partner (*ibid*; Guest and King, 2004; CIPD, 2003). Uncovering the different paradigms driving the self-understanding of the HRM profession provides rich insights into the translation of (critical and uncritical) theory into the practices of managing socio-economic activities.
- *Decision-making and the interest of publics*
Each and every type of socio-economic process, system and organisation is characterised by a particular type of governance, and different types of governance are associated with different welfare effects (*inter alia*, Cowling and Sugden, 1998; Sugden and Wilson, 2005). Drawing on Dewey (1927), this governance perspective suggests a public interests criterion for analysing the impacts of different ways of managing socio-economic activity (Sacchetti and Sugden, 2009; 2010).



The invisibility of energy and how to communicate less energy intensive lifestyles

Ana Faria
The Open University
Email: a.s.t.faria@open.ac.uk

Abstract:

For those working within the area of energy saving and conservation it's not unusual for individuals to make comments such as: "It's not worth it!", "I already do everything I can", and "There is nothing else I can do". But evidence suggests this is rarely the case. The objective of this research is to contribute to the understanding of an approach to empower people to live less energy-intensive lifestyles.

Previous research has already identified a number of initiatives that have targeted changing peoples' energy consumption behaviour (Nye & Hargreaves, 2009) (Abrahamse, Steg, Vlek, & Rothengatter, 2005). What all of these initiatives have in common is that they intend to reduce commonly known barriers to action that consumers use to explain their inability to reduce energy consumption, such as price, lack of information, lack of perceived control. However, current research hasn't yet agreed what is the "best" approach to promote behavioural change in this area.

This is the focus of this research project that aims to explore the potential for encouraging low energy intensive lifestyles through constructing a framework to narrow the gap between social marketers and consumers.

In general, three different fields have contributed to an understanding of what could be termed as the "irrational" behaviour of individuals: 1. economics - the idea of a rational individual in search of maximizing utility, making decisions based on "cost" and "information". 2. sociology - an understanding that energy is "invisible" but a fundamental part of our daily lives ; our social practices (Spaargaren & Vliet, 2000) such as warming our house, enjoying a movie, preparing food. 3. Psychology - different frameworks exist for understanding behavioural change, and the connections between beliefs, expected outcomes, perceived behavioural control, actions and the behaviour itself. These frameworks share similar constructs such as self-efficacy, perceived control, and expected outcomes (Fishbein & Ajzen, 1975) (Bandura, 1977). It is these constructs that we explore in this research and their links to effective communication initiatives.

This paper not only reports on key literatures that have informed the research questions, it also begins to describe the process of building of a picture of the context in which the research ideas and outcomes will be explored. The research partners with a Portuguese energy agency whose aim is to increase low energy intensive lifestyles in Portugal. An initial survey of energy behaviours was carried out with a view to constructing a picture of individuals' perceptions, attitudes and willingness to listen and to act upon messages concerning energy efficiency.

A national survey to over a thousand Portuguese inhabitants highlighted that people are aware of what is socially expected from them. This was demonstrated by reported behaviours such as switching off the lights or appliances to avoid stand-by power-use. However Asked for the reasons why they save energy, many responded cost, followed by environmental reasons and resource savings. One striking finding was the amount of people reporting "I already do everything I can" (50.3%) and "I already save a lot or enough" (22.1%) especially since a significant number of people lacked awareness about their high energy consuming appliances or behaviours when asked to recall the energy consuming appliances they have at home.

A perceived lack of self-efficacy, disbelief regarding the expected outcomes or the perceived lack of control among others, are common issues faced by social marketers in different areas. Adding to



this the fact that energy is invisible and intangible to people, this could add additional complexity to efforts to promote behavioural change; energy behaviour change initiatives may well require different triggers and other emphases on peoples' ability to reach different solutions and outcomes. For that reason this research intends to explore the role communication could play as an effective way to influence the constructs of perceived self-efficacy and perceived expected outcomes, in order to empower individuals into a collective effort towards a subjective social norm in the area of energy saving and conservation. To do so, this research intends to look not only at the area of energy but also at other areas to understand how self-efficacy and expected outcomes have been integrated within interventions, with the objective of mapping these perspectives against those of energy consumers. The intention is to highlight differences of perceptions and potential gaps which could inform future effective interventions for low energy intensive lifestyles.

References

- Abrahamse, W., Steg, L., Vlek, C., & Rothengatter, J. (2005). A review of interventions aimed at household energy conservation. *Journal of Environmental Psychology*, 25, 273-291.
- Bandura, A. (1977). Self-Efficacy: Toward a Unifying Theory of Behavior Change. 191-215.
- Fishbein, M., & Ajzen, I. (1975). *Belief, Attitude, Intention, and Behaviour: An Introduction to Theory and Research*. Reading, MA: Addison-Wesley.
- Nye, M., & Hargreaves, T. (2009). Exploring the Social Dynamics of Proenvironmental Behavior Change - A Comparative Study of Intervention Processes at Home and Work. *Journal of Industrial Ecology*, Volume 14, Number 1, 137-149.
- Spaargaren, G., & Vliet, B. v. (2000). Lifestyles, consumption and the environment: The ecological modernisation of domestic consumption. *Environmental Politics*, 9(1), 50-76.



Proposing a behavioural change model: engaging young adults with healthy lifestyles through social marketing

Emma Louise Giles
Newcastle University
Email: e.l.giles@ncl.ac.uk

Abstract:

Young adults (aged 19-26) are somewhat neglected in research studies and in public policy as a key group to target in terms of their health and lifestyle behaviours. Increasing attention is paid to other age groups such as children and older adults. However, the incidence of obesity has doubled in this population group during 1992 and 2002 (Rennie and Jebb, 2005). Furthermore, this population group are increasingly characterised by low levels of physical activity, consuming 'binge' quantities of alcohol, and consuming poor quality diets (The Information Centre, 2008; Hoare *et al*, 2004; Henderson, Gregory and Swan, 2002).

Public policy in England, addressed by key policy actors such as the Department of Health [DH], Food Standards Agency [FSA], National Health Service [NHS] and the Department for Culture, Media and Sport [DCMS] do recognise the need for adults to choose healthy diets (FSA, 2004), to reduce diet-related disease (DH, 2005), to engage adults in relation to their health (Wanless, 2002) and to encourage cultural and sporting activities (DCMS, 2007). Yet, a lack of a distinct organisation to address these issues, alongside a lack of a consistent approach to tackling obesity and lifestyle behaviours (Lang *et al*, 2005) has meant that 'new' approaches to addressing behavioural change is coming to the forefront of policy (DH, 2008).

One such approach advocated as a useful framework to tackle public health issues is social marketing. Social marketing can be defined as "...the systematic application of marketing concepts and techniques to achieve specific behavioural goals relevant to a social good" (Gordon *et al*, 2006: 6). Indeed, systematic reviews of its effectiveness demonstrate that social marketing can be successful in targeting nutrition (and food safety), physical activity and alcohol behaviours (McDermott *et al*, 2005; Stead *et al*, 2006, Gordon *et al*, 2006). For this reason, and due to a lack of studies investigating the use of social marketing together with lifestyle behaviours in young adults, social marketing was adopted as the framework of choice within recent PhD research.

A sequential mixed-methods research design was employed to identify the attitudes and perceptions of young adults with respect to their diet and lifestyle (focus groups); to profile typical lifestyles of young adults (in-depth interviews and self-reported lifestyle diaries); and to examine in detail the identified barriers to maintaining a healthy lifestyle and explore strategies for overcoming these barriers (in-depth interviews). From this a social marketing plan was developed aimed at encouraging and facilitating lifestyle-related behavioural change among young adults.

Utilising the social marketing three core concepts of insight, exchange and competition, and the three core principles of behaviour and behavioural goals, audience segmentation and intervention and marketing mix (National Social Marketing Centre [NSMC], 2007), a plan was developed to propose both short-term and long-term measures to encourage healthier food, alcohol and physical activity behaviours within young adults. The 'insight' gained enabled a health score to be calculated, in order to assess the 'healthiness' of individual lifestyles. Combining this health score with an understanding of the external and internal factors that act as competitive barriers to leading healthy lifestyles, and the exchange concepts that would need to be addressed to motivate individuals to become healthier contributed to the plans' development. Employing psychographic and behavioural segmentation methods identified a target audience of young adults with which a social marketing approach could be effective to change their behaviours. These young adults expressed a willingness



to change their behaviours. Analysing results with the Stages of Change, and Health Belief Models (Prochaska, DiClemente and Norcross, 1992; Becker *et al*, 1977), together with consideration of the marketing '4Ps', led to a detailed social marketing plan being developed.

Highlighted in this research was the need to focus on a specific population group who would be *willing* to change their behaviours, to engage with healthier lifestyle behaviours. There were individuals within the research study who demonstrated a lack of initiative and willingness to change their behaviours, and for whom a social marketing approach is not advocated. Only by adopting a complete social marketing approach (accounting for all core concepts and principles) could a detailed insight be gained into the lifestyles of young adults. In this respect, it is of equal importance that social marketing researchers and practitioners do not 'pick and choose' which social marketing elements to study, as this may fail to see important aspects of individuals' behaviours, routines, habits and attitudes, that could be of upmost important when trying to change their health behaviours.

References

- Becker, M.H., Maiman, L.A., Kirscht, J.P., Haefner, D.P. and Drachman, R.H. (1977) The Health Belief Model and Prediction of Dietary Compliance: A Field Experiment, *Journal of Health and Social Behaviour*, vol. 18, no. 4, pp. 348-366.
- Department for Culture, Media and Sport. (2007) *Annual Report 2007*, Norwich: Her Majesty's Stationery Office.
- Department of Health. (2008) *Ambitions for Health: A Strategic Framework for Maximising the Potential of Social Marketing and Health-Related Behaviours*, London: Department of Health Publications.
- Department of Health. (2005) *Choosing a Better Diet: A Food and Health Action Plan*, London: Department of Health Publications.
- Food Standards Agency. (2004) *Draft for Consultation Strategic Plan 2005-2010 Putting Consumers First*.
- Gordon, R., McDermott, L., Stead, M., Angus, K. and Hastings, G. (2006) *A Review of the Effectiveness of Social Marketing Physical Activity Interventions*, National Social Marketing Centre Report 1.
- Henderson, L., Gregory, J. and Swan, G. (2002) *The National Diet & Nutrition Survey: Adults Aged 19 to 64 years. Types and Quantities of Food Consumed, Vol. 1*, Norwich: Her Majesty's Stationery Office.
- Hoare, J., Henderson, L., Bates, C. J., Prentice, A., Birch, M., Swan, G. and Farron., on behalf of the Food Standards Agency. (2004) *The National Diet & Nutrition Survey: Adults Aged 19 to 64 Years Summary Report, vol.5*, London: Her Majesty's Stationery Office.
- Kotler, P., Roberto, N. and Lee, N. (2002) *Social Marketing Improving the Quality of Life*, London: Sage Publications Limited.
- Lang, T., Rayner, G., Rayner, M., Barling, D. and Millstone, E. (2005) Policy Councils on Food, Nutrition and Physical Activity, The UK as a Case Study, *Public Health Nutrition*, vol. 8, no. 1, pp. 11-19.
- McDermott, L., Stead, M., Hastings, G., Angus, K., Banerjee, S., Rayner, M. and Kent, R. (2005) *A Systematic Review of the Effectiveness of Social Marketing Nutrition and Food Safety Interventions Final Report Prepared for Safefood*, Institute for Social Marketing.
- National Social Marketing Centre. (2007) *Social Marketing Pocket Guide*, 1st edition, London: National Social Marketing Centre for Excellence.
- Prochaska, J.O., DiClemente, C.C. and Norcross, J.C. (1992) In Search of How People Change, Applications to Addictive Behaviours, *American Psychologist*, vol. 47, no. 9, pp. 1102-1114.
- Rennie, K. L. and Jebb, S. A. (2005) National Prevalence of Obesity, Prevalence of Obesity in Great Britain, *Obesity Reviews*, vol. 6, pp. 11-12.



- Stead, M., McDermott, L., Gordon, R., Angus, K. and Hastings G. (2006) *A Review of the Effectiveness of Social Marketing Alcohol, Tobacco and Substance Misuse Interventions*, National Social Marketing Centre Report 3.
- The Information Centre. (2008) *Statistics on Obesity, Physical Activity and Diet: England, January 2008*, The Information Centre.
- Wanless, D. (2002) *Securing our Future Health: Taking a Long-term View Final Report*, London: The Public Enquiry Unit.



Can computer games save the planet? The role interactive entertainment might play in marketing sustainable consumption

Mark Grindle
Institute for Social Marketing, University of Stirling
Email c/o: d.m.dixon@stir.ac.uk

Abstract:

Interactive entertainment is where people of all ages across the planet are choosing to spend their leisure time and money, in increasing degrees. It is also apparent that Social Marketing has yet to fully exploit this powerful tool. The objective of the researcher's current work is to examine how commercial marketers are using interactive entertainment strategies and to consider how Social Marketing might exploit that potential fully. The challenge to the social marketer lies in how best to deploy emerging interactive and 'new media' strategies to assess the needs of, influence and change the behaviours of key stakeholders at all levels. But can a successful *global* entertainment phenomenon help to solve a very *global* problem?

Some background is useful here and two facts are worth stating up front: 1. Global warming remains a threat to the future and quality of our lives on this planet, although the rate of warming is still debated, fiercely. 2. The global reach of the Computer Games industry and its economic value is undisputed. In 2007 Computer games as an economic and cultural force began to surpass other dominant forms of electronic entertainment. Activision's CEO Bobby Kotick estimated that the value of the industry was \$39 billion in 2008 and would grow to \$55 billion in 2012². Advertisers and Broadcasters have seen their captive audiences migrate in huge numbers to adopt emerging forms of console, mobile and online interactive entertainment. Commercial marketers have followed taking huge swathes of their marketing budgets with them predictably. It can be argued then that if sustainable issues are to be addressed and resolved using social marketing interventions then those campaigns might usefully deploy the immersion and engagement strategies proven to be so successful for the games sector. It is quite clear that wide scale (global) public and private 'engagement' is needed.

Social Marketing is already using some 'new media' strategies to address sustainability issues - WWF's *Earth Hour*³ campaign provides a useful example. But as Computer Games emerge as the dominant form of social entertainment globally there is a pressing need to co-opt games engagement and immersion strategies in order to reach clients in increasingly complex virtual worlds. But how?

Technological convergence, the process through which previously discrete systems come together to change "the way we create, consume, learn and interact with each other"⁴ enabled by ever increasing bandwidths allowed developers, publishers and distributors to bypass retail outlets increasingly and develop an ongoing *relationship* with their consumers or clients online. This has in turn, over the last eighteen months, shifted the dominant business model from product to service based. Developers – and commercial marketers alike - now listen very carefully to what their clients want before investing in an expensive development process for a product that may reach retail at the risk of going no further. And so might Social Marketers. By adopting this model, for instance, the potential to advocate, assess the needs of, influence, motivate and change the behaviour of stakeholders both up and downstream online and in increasingly virtual worlds simply cannot be

² French, M (2008) *World Games Industry worth \$5 billion by 2012* <http://www.mcvuk.com/news/34469/>

³ <http://www.earthhour.org/>

⁴ Jenkins, H. (2006) *Convergence Culture*, New York University Press, New York



ignored. And the potential for stakeholders to interact with one another in increasingly elaborate ways in carefully designed virtual spaces is huge.

The Interactive Entertainment industry maps its storytelling and marketing strategies across platforms, time and space and engages with its end users in ever-complex ways. Already the ability to design and create virtual worlds with their own social mores and rewards systems, place the user in the role as hero with a clear and achievable objective, engage with other characters, fictional or otherwise across media globally throws up interesting opportunities. Bring into that same arena the rest of the audiovisual storytellers' toolbox - emotional structuring, genre, theme, tone, visual style, characterisation, dramatic structure and story types - and the creative possibilities available to effective campaign design are augmented considerably.

The proposed paper then takes as its starting point the argument that Social Marketing can indeed learn from the Computer Games industry and co-opt its strategies of 'immersion, engagement' - as corporate marketers are busy doing. But if we can argue for the potential of those same strategies to elicit behaviour change and 'empower' in the context of sustainable consumption then how do we go about measuring and evaluating the impact in an increasingly complex digital landscape?



No place to hide: Using the cigarette as a social marketing tool

Louise M. Hassan
Heriot-Watt University
Email: L.M.Hassan@hw.ac.uk

Edward Shiu
University of Strathclyde
Email: edward.shiu@strath.ac.uk

Abstract:

Although substantial research has explored the impact of many communication efforts on smokers, for example the influence of warning labels [1-3] and anti-tobacco advertising [4-7], one area that currently lacks research is the potential effect of using the *product* as a social marketing tool. This is particularly true in the area of tobacco control where packaging is extensively used as a means of communicating the risks of smoking but the product itself contains no warnings or information. The present paper therefore makes two contributions to the literature, firstly by investigating whether or not three potential changes to the appearance of cigarettes would lead to positive benefits in increasing intentions to quit smoking. Secondly, by assessing which message would potentially work best on the cigarette, through examining differences in smokers' acceptance of the messages used.

In order to explore the potential impact of changing the cigarette, a small scenario based field experiment with 125 current smokers was conducted. Each smoker saw an identically framed colour picture of a cigarette placed in an ash tray. Smokers were randomly assigned into one of four conditions with 24 smokers assigned to the control condition where they saw a picture of a normal cigarette. Thirty seven smokers saw a cigarette which was completely black (black condition). Thirty four smokers saw a cigarette which was printed with a message about the number of minutes that each inhalation of tobacco smoke would reduce the life expectancy of the smoker, as well as graphics showing minute time lines progressing down the length of the cigarette (minute condition). The final experimental condition contained thirty smokers who saw a cigarette with the chemicals contained in cigarettes printed on it (chemicals condition). Prior to the smokers seeing the photograph of the cigarette, demographic information and intention to quit smoking were solicited. After viewing the photograph the smokers were asked questions relating to the persuasiveness of the messages contained on the cigarette and intention to quit smoking.

To provide an indication of the potential change in behaviour that might arise as a result of changing the cigarette design a repeat measures ANOVA was undertaken to assess if any changes in intention to quit smoking were apparent pre and post exposure to the cigarette in any of the conditions. It was expected that a significant increase in intention to quit post against pre exposure would occur in the experimental conditions but not in the control condition. Examining the change pre and post exposure revealed a significant main effect of intention to quit ($F = 13.56$; $df = 1$; $P < 0.001$) and a significant interaction between intention to quit and condition ($F = 6.17$; $df = 3$; $P < 0.01$). Significant differences were found for both the minute ($t = -3.81$; $df = 33$; $P < 0.01$) and chemicals ($t = -2.25$; $df = 29$; $P < 0.05$) conditions, with increases in intention to quit smoking found post exposure for both conditions (see figure 1: minute condition: $M_{pre} = 3.26$ vs. $M_{post} = 3.94$; $SD_{pre} = 1.85$ and $SD_{post} = 1.69$; chemicals condition: $M_{pre} = 3.83$ vs. $M_{post} = 4.07$; $SD_{pre} = 1.80$ and $SD_{post} = 1.68$).

It is important to assess if the changes found in intention to quit are associated with variables (persuasiveness, refutations, believability, and perceived value) known to influence message acceptance [8-9]. A generalized linear model was analysed with change in intention to quit specified



as the dependent variable. The message acceptance variables were specified as covariates, and interactions between the covariates and condition (minute or chemicals) was also included in the model. The results revealed that only persuasiveness ($\chi^2 = 14.45$; $df = 1$; $P < 0.001$) and the interaction between persuasiveness and condition ($\chi^2 = 4.03$; $df = 1$; $P < 0.05$) were significant (see figure 2). Respondents in the minute condition exhibit a stronger effect of persuasion on intention than those in the chemicals condition.

This study provides initial results which suggest that changing the appearance of the cigarette by the display of health information may result in higher intentions to quit smoking. These results are important and suggest that health information at the point of use may be beneficial. Furthermore, message strategies which make concrete the temporal effect of smoking, particularly relating to minutes of life lost, work best in this situation. Abstract messages such as black cigarettes were not found to be effective.

Fig. 1. Change in intention to quit smoking across conditions

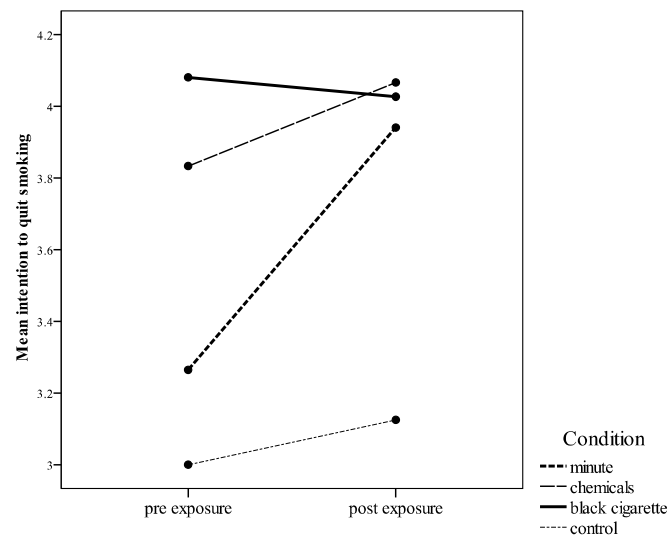
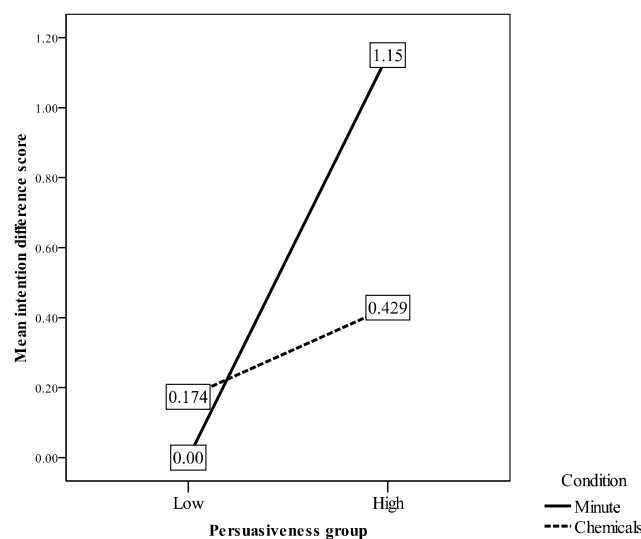


Fig. 2. The moderating effect of condition on the relationship between persuasiveness and change in intention to quit smoking



References

1. Hammond D, Fong GT, Borland R et al. Text and graphic warnings on cigarette packages: findings from the international tobacco control four country study. *Am J Prev Med* 2007; **32**: 202–9.
2. Hammond D, Fong GT, McDonald PW et al. Showing leads to doing: graphic cigarette warning labels are an effective public health policy. *Eur J Public Health* 2006; **16**: 223–4.
3. Hassan, LM, Shiu, E, Thrasher, JR et al. Exploring the effectiveness of cigarette warning labels: findings from the United States and United Kingdom arms of the international tobacco control four country survey. *Int J Nonprofit and Voluntary Sector Marketing* 2008; **13**: 263–274.
4. Pierce JP, Macaskill P, Hill D. Long-term effectiveness of mass-media led antismoking campaigns in Australia. *Am J Public Health* 1990; **80**: 565–9.
5. McVey D, Stapleton J. Can anti-smoking television advertising affect smoking behaviour? Controlled trial of the Health Education Authority for England's anti-smoking TV campaign. *Tob Control* 2000; **9**: 273–82.
6. Farrelly MC, Davis KC, Duke J at al. Sustaining 'truth': changes in youth tobacco attitudes and smoking intentions after 3 years of a national antismoking campaign. *Health Educ Res* 2009; **24**: 42–8.
7. Keller PA. Converting the unconverted: the effect of inclination and opportunity to discount health-related fear appeals. *J App Psychol* 1999; **84**: 403–15.
8. Keller PA, Block LG. The effect of affect-based dissonance versus cognitive-based dissonance on motivated reasoning and health-related persuasion. *J Experimental Psychol* 1999; **5**: 302–13.



Re-imagining food marketing: Moving beyond the duality of representation

Craig Hirst
Sheffield Business School, Sheffield Hallam University
Email: C.Hirst@shu.ac.uk

Dr Richard Tresidder
Sheffield Business School, Sheffield Hallam University
Email: R.Tresidder@shu.ac.uk

Abstract:

In response to the current health, economic, and social concerns surrounding obesity and the amplifying threat of the Obesogenic *Consumption* Environment (Swinburn, Egger, and Raza, 1999, italics added, DoH, 2009) this conceptual paper calls for a reflection and meditation on current public health and commercial food marketing practice. Based upon a critical semiotic interpretation of a series of public health and commercial food marketing campaigns it is argued that a duality of representation exists which raises significant questions about how consumers are conceptualised by the practitioners that create these campaigns, and how consumer behaviour/s may be constituted and governed by, and through them. This duality is expressed and explained through the lens of the Sacred and Profane (Belk, Wallendorf and Sherry (1989). On the one hand we have social marketing which offers an *austerity* of representation that embeds the meaning of food within that of the *profane* and appears to conceptualise the consumer as either the rational cognitive subject or 'cultural dupe' (Holt, 2002). Whilst on the other hand we have commercial food marketing that utilises a semiotic code of *hedonistic* messages and images that positions food in the realm of the *sacred* and conceptualises the consumer as pleasure seeker, driven primarily by the unconscious, desire, and emotion (O'Shaghnessy & O'Shaghnessy, 2002). The paper closes by stressing that if we recognise this duality as an underlying principal of contemporary food marketing practice, then there is an ethical argument that marketers should be under a duty of care to understand the significance of what they are (re)presenting and to reflect upon how they perceive and construct their respective audience/s. Additionally, as a reaction to the current health concerns surrounding food consumption, the paper suggests that there is an urgent need to engage the wider marketing community in developing a debate and discourse that blurs the boundaries between hedonistic food marketing and marketing austerity? The purpose of this approach would be to challenge the current orthodoxies and duality that exists in food marketing in order to create both a balanced representation of food and food consumers. This, it is imagined, would provide the (re-conceptualised) food consumer with a balanced set of signifiers on which to base their choice and behaviour.

References

- Belk R, Wallendorf M and Sherry J (1989) The Sacred and the Profane in Consumer Behaviour: Theodicy on the Odyssey, *Journal of Consumer Research* Vol 16, June
- Department of Health, (2009) Obesity [online] Accessed at <http://www.dh.gov.uk/en/Publichealth/Healthimprovement/Obesity/index.htm>
- O'Shaghnessy N & O'Shaghnessy N (2002) Marketing, the Consumer Society and Hedonism; *European Journal of Marketing*, Vol.36, Issue 5/6, pp.525-547
- Swinburn, B, Egger, G and Raza, F (1999) Dissecting Obesogenic Environments: The Development and Application of a Framework for Identifying and Prioritizing Environmental Interventions for Obesity, *Preventive Medicine* Vol 29, Issue 6, Dec Pages 563-570



Place branding as social marketing: building reputation and confidence

Dr Stephen Little
The Open University Business School
Email: s.e.little@open.ac.uk

Abstract:

The current context for the UK is one of extensive cuts in arts and creative sector funding and, in England, the destruction of regional development agencies. This creates a challenge for the metropolitan areas that have been identified as the nodes in an economy of flows (Castells, 1989) namely that of sustaining grass roots support for the maintenance of the creative and artistic sectors that enhance inward migration and economic development (Florida, 2002; Markusen and King, 2003). This paper brings a social marketing perspective to branding and rebranding cities and regions in order to sustain the cultural resources that sustain local identity and underpin their attraction as tourism destinations.

Tourism is a key means of raising the profile of urban locations and of developing the identity of locations for residents and visitors. Hankinson (2005) distinguishes business tourism from leisure tourism in this respect and resources and branding directed at both aspects can support the attraction of inward investment, joint ventures and local and global brand development. Place branding has become an accepted tactic to reposition locations within global networks (Kavaratzis and Ashworth, 2005). Govers and Go (2010) position place branding at the overlap between four domains of knowledge derived from business and industry, the consumers of place, universities governments to who they issue the challenge of developing and employing creative revitalization branding strategies that allow not only weather the tide of economic crisis but also enhance quality of life.

The removal of Regional Development Agencies in England and their replacement with locally developed partnerships creates a role for new indigenously developed social enterprises, such as the A Foundation and associated Liverpool Biennial which initiated a 'creative quarter' in the city. Initiatives such as the Capital and City of Culture programmes can support attempts at branding and rebranding. For example, over the life of the Capital of Culture programme for Liverpool, from the success of the bid to the final transition events held early in 2009, the narratives used to gather and maintain interest in and support for the bid shifted. At different points in this process key aspects of the history and culture of Liverpool and its region were either suppressed or neglected, only to resurface (Little, 2008). The initial strategy of emphasising global and relatively elite activities was overturned and a more local flavour given to the whole project.

Liverpool'08 presented a particular blend of highly local and wider global identities which has become characteristic of that city and provides an example of trajectory from the successful bid against intense national competition to the development of a distinctive programme for the year itself, pre and post activity. The enduring issues of shift in perception and lasting economic activity reveal some inevitable pitfalls in process.

Physical regeneration of historical areas and the creation of commercial and cultural attractions are seen as a component of wider economic regeneration. However, regeneration based on attracting incomers rather than engaging an indigenous community raises the prospect of uneven development and reduced social cohesion. Peck (2005) sees problems with the concept of a creative class as posited by Florida. He perceives a cargo-cult dimension to arguments that by reconfiguring a location a peripatetic creative class can be attracted. Peck suggest that the actual projects are little different from those produced by established policies of physical improvement and



that property values rise through the exploitation of local heritage, rather than through the presence of the activities identified by Florida.

Social and cultural sustainability in development requires a balance between incoming resources and the indigenous identity which attracts those resources. Real estate driven and increasing property values militate against this, as do policies which privilege nostalgia over innovation. The very success of an acknowledgement of heritage may make the promotion of new economic activities difficult. This is evident in the attempt in Liverpool to complement the Creative Quarter with a Knowledge Quarter based around material and life sciences. In this case a different framework has been developed, linked with other regional centres to capitalise on existing scientific resources across North West England. A more ambitious version of this initiative is being established in the newly emerging cross-border Danish/Swedish region of Oresund with the location of a major scientific resource, the European Spallation Source, near Malmo.

This paper will discuss the attempts by both cultural and scientifically driven projects to enlist grass roots support and the relevance of a social marketing perspective to this aspect of place branding.

References

- Castells M. (1989) *The Informational City* Oxford: Blackwells, 1986, ISBN 0-631-17937-2.
- Florida R. *The Rise of the Creative Class: And How It's Transforming Work, Leisure Community and Everyday Life* New York: Basic Books, 2002. ISBN 0-465-02476-9
- Go F. & Govers R. (eds) (2010) *International Place Branding Yearbook 2010: Place Branding in the New Age of Innovation* Basingstoke: Palgrave Macmillan
- Hankinson G. (2005) Destination brand images: a business tourism perspective *Journal of Services Marketing* Vol.19 No.1 pp.24-32
- Kavaratzis, M & Ashworth, G. J. (2005) 'City Branding: An Effective Assertion of Identity or a Transitory Marketing Trick?' *Tijdschrift voor Economische en Sociale Geografie* Vol.96 No.5, 506-514
- Little S. (2008) 'Liverpool'08 – brand and contestation' in Malikova, L. and Sirak, M. (Eds.) *Regional and Urban Regeneration in European Peripheries: What Role for Culture?*, Institute of Public Policy, Bratislava in conjunction with UNESCO MOST programme, ISBN 978-80-88721-21-5 pp.44-50.
- Markusen A. and King D. (2003) *The Artistic Dividend: the arts' hidden contributions to regional development* Minneapolis: Humphrey Institute of Public Affairs.
available at http://www.hhh.umn.edu/img/assets/6158/artistic_dividend.pdf
- Peck, J. (2005) "Struggling With the Creative Class", *International Journal of Urban and Regional Research*, Vol. 29 No. 4, pp. 740-70.



The role of emotion in consuming ethically, a tourism context

Sheila Malone

Nottingham Business School, The University of Nottingham

Email: lixsm20@nottingham.ac.uk

Abstract:

This paper aims to critically review the role of consumers' as a significant stakeholder in social change. Emphasis will be placed on the role of emotion in consumers' ethical decision-making and consumption practices in a tourism context. It will aim to enhance our understanding of emotion as a motivator for choice and to promote behavioural change. It will aim to develop our knowledge of consumer cognition as a continuing area of interest and crucially, emotion as a driver of choice that cannot be wholly explained by rational, logical cognitive processes. Furthermore, it will explore the relationship between hedonic factors and ethical consumption practices to help encourage and promote social change through marketing activities.

Research on consumer ethical decision-making has relied heavily on a cognitive, attitude-behaviour paradigm. However, attitude alone is an insufficient predictor of behaviour or behavioural intention as consumers often act in contradiction to their expressed ethical concerns (Carrigan and Attalla, 2001). Furthermore, attitude models have treated affect as an undifferentiated aspect of attitude formation. Indeed, research carried out states that emotion may have an independent effect on behaviour and behavioural intention (Mann et al., 2006). However, Baumeister et al. (2007) claim that the decision making process itself does not elicit emotion(s); it is the outcome stemming from decisions which gives rise to emotion(s). This is a response-base perspective of emotion solely concerned with emotional satisfaction as a desired outcome (Hansen, 2005 and Mittal, 1994). Nonetheless, this is not the case for all. Consumption contexts experience emotion prior to and during consumption as well as post consumption (Pearce, 2009). Indeed, the response-based perspective does not account for the on-going, holistic nature of consumption experiences (Zins, 2002), thus a context perspective is required (Richins, 1997).

Indeed, ethical decision-making is deemed a highly emotional process this has not been sufficiently reflected in the literature (Gaudine et al., 2001, and Steenhaut et al., 2006). Ethical consumption accounts for consumers who actively participate in positive ethical behaviour. Defined by Shaw et al. (2000) it includes ethical obligation and self-identity. However, ethical obligation is considered antecedent of attitude and behavioural intention, but a clear attitude-behavior gap is evident (Carrigan and Attalla, 2001 and Loken, 2006). Furthermore, the role of self-identity in ethical consumption is questionable as consumers' declare ethical beliefs that may be inaccurate due to a lack of self-awareness. Consumers' tend to blame others or the situation they are in and not themselves for their actions (Higgins et al., 2008). 'Moral protagonism' or 'ethical ideology' may be the foundation of consumer identity based on a mythic or ideological meaning "used by consumers to undertake moralistic identity work through consumption practices" (Luedicke et al., 2010, p.1018). As a result, this begs the question 'are consumers simply portraying identities based on ethical ideologies or acting as moral protagonists' who are in fact not self-aware thus demonstrating identities as part of a mass mediated marketplace ideology thus interpreting media for identity and lifestyle (Arnould et al., 2005 and Luedicke et al., 2010). Ethical decision-making models have sidelined the 'factors affecting consumers' by viewing ethical decision-making as an essentially rational process (Shaw et al., 1999, p.109). Indeed the role of emotion requires further research as many individuals are unaware of the power of their inner states such as feeling, attitudes, reference values and competencies on their actions (Higgins et al., 2008).

Furthermore, tourism as a research context is an emotionally rich consumption experience as it is consumed weeks or months in advance as part of their decision-making process. Consumption



begins with consumers' fantasies and daydreaming (Pearce, 2009). In ethical tourism as an ethical consumption practice, motivations such as reward maximisation through pleasure and sensation seeking are not widely acknowledged. Hedonism is perceived as less ethical or related to less sustainable consumption patterns (Vermeir et al., 2006). However, "ethical consumers do not deny consumption but rather choose goods that reflect their moral, ethical and social concerns" (Szmigin et al., 2006, p.609). According to Schaefer and Crane (2005) sustainable consumption need not be regarded as joyless or self-denying. Indeed, "the experience of purchasing an ethical brand in this way can offer hedonistic pleasure" (Holbrook and Corfman, 1985, cited in Szmigin et al., 2007, p.400). Indeed, having highlighted the fact that "attitude does not directly impact intention but rather require[s] the motivational stage of desire" (Shaw et al., 2007, p. 34). Desire has a major role to play in ethical consumption to help bring about social change as it is a direct impetus for intention.

References

- Arnould, E. J. and Thompson, C. J. (2005). Consumer Culture Theory (CCT): Twenty Years of Research. *Journal of Consumer Research*, vol.31, no. 4, p. 868-882.
- Baumeister, F. R., Vohs, D. K., DeWall, C. N. and Zhang, L. (2007). How Emotion Shapes Behaviour: Feedback, Anticipation and Reflection Rather Than Direct Causation. *Personality and Social Psychology Review*, vol 11, no. 2, p. 167-203.
- Carrigan, M., and Attalla, A. (2001). The myth of the ethical consumer - do ethics matter in purchase behaviour? *Journal of consumer marketing*, vol. 18, no. 7, p. 560-577.
- Gaudine, A. and Thorne, L. (2001). Emotion and Ethical Decision-Making in Organisations. *Journal of Business Ethics*, vol. 31, no. 2, p. 175-187.
- Hansen, T. (2005). Perspectives on Consumer decision making: An integrated Approach. *Journal of Consumer Behaviour*, vol. 4, no. 6, p. 420-437.
- Higgins, E. T. and Pittman, T. S. (2008). Motives of the Human Animal: Comprehending, Managing, and Sharing Inner States. *Annual Review of Psychology*, vol. 59, p. 361-385
- Luedicke, M. K., Thompson, C. J. and Giesler, M. (2010). Consumer Identity Work as Moral Protagonism: How Myth and Ideology Animate a Brand-Mediated Moral Conflict. *Journal of Consumer Research*, vol. 36, p. 1016-1032.
- Loken, B. (2006). Consumer Psychology: Categorization, Inferences, Affect and Persuasion. *Annual Review of Psychology*, vol. 57, p. 453-485.
- Mann, E. and Abraham, C. (2006). The role of affect in UK commuters' travel mode choices: An Interpretative Phenomenological Analysis. *British Journal of Psychology*, vol. 97, p. 155-176.
- Mittal, B. (1994). A Study of the Concept of Affective Choice Mode for Consumer Decisions. *Advances in Consumer Research*, vol. 21, p. 256-263.
- Pearce, P. L. (2009). The Relationship between Positive Psychology and Tourist Behaviour Studies. *Tourism Analysis*, vol. 14, p. 37-48.
- Richins, L. M. (1997). Measuring Emotions in the Consumption Experience. *Journal of Consumer Research*, vol. 24, p. 127-146.
- Schaefer, A. and Crane, A. (2005). Addressing Sustainability and Consumption. *Journal of Macromarketing*, vol. 25, no. 1, p. 76-92.
- Shaw, D. and Clarke, I. (1999). Belief formation in ethical consumer groups: an exploratory study. *Marketing Intelligence & Planning*, vol. 17, issue 2, p. 109-119.
- Shaw, D., Shiu, E. and Clarke, I. (2000). The contribution of ethical obligation and self-identity to the TPB: An Exploration of Ethical Consumers. *Journal of Marketing Management*, vol.16, p.879-894.
- Shaw, D. and Shiu, E. (2002). An assessment of ethical obligation and self-identity in ethical consumer decision-making: a structural equation modelling approach. *International Journal of Consumer Studies*, vol.26, no. 4, p. 286-293.



- Shaw, D. Shiu, E., Hasson, L., Bekin, C. and Hogg, G. (2007). Intended To Be Ethical: An Examination of Consumer Choice in Sweatshop Avoidance. *Advances in Consumer Research*, vol.34, p.31-38.
- Steenhaut, S. and Van Kenhove, P. (2006). The Mediating Role of Anticipated Guilt in Consumers' Ethical Decision-Making. *Journal of Business Ethics*, vol. 69, p. 269-288.
- Szmigin, I. and Carrigan, M. (2006). Exploring the Dimensions of Ethical Consumption. *European Advances in Consumer Research*, vol. 7, p.608-612.
- Szmigin, I., Carrigan, M. and O' Loughlin, D. (2007). Integrating ethical brands into our consumption lives. *The Journal of Brand Management*, vol. 14, no. 5, p. 396-409.
- Vermeir, I. and Verbeke, W. (2006). Sustainable Food Consumption: Exploring the Consumer "Attitude- Behavioural Intention" Gap. *Journal of Agriculture and Environmental Ethics*, vol. 19, p. 169-194
- Zins, A. H. (2002). Consumption emotions experience quality and satisfaction: A structural analysis for complainers and non-complainers. *Journal of Travel and Tourism Marketing*, vol. 12, no. 2/3, p. 3-18.



Social marketing and performance evaluations in non-profit services: missing stakeholders' expectations

Rita S. Mano
University of Haifa
Email: ritamano@research.haifa.ac.il

Abstract:

Social marketing increases legitimacy and visibility (Wade-Benzoni, et al., 2002: 47). However, the institutional environment imposes severe restrictions when public stakeholders, who provide legitimacy, often imperceptibly supervise activities and influence decision-making and organizational practices (Kraatz, & Zajak, 2001). Several recent studies have shown that investments in marketing in NPOs do not necessarily increase stakeholder support (Vazquez, Ignacio & Santon, 2000), especially when the link between marketing and performance is weak (Shoham et al., 2006; Siu and Wilson, 2006)

Nonprofit organizations (hereafter NPOs) aim to have access to resources and influence their institutional environment is vital to their survival because: (a) NPO often have limited autonomous resources and stakeholders' influence can come at times at the expense of the organization's own interests; (b) the influence of the institutional rather than the technical environment is intangible (Scott, 1995) and it is therefore difficult to measure NPO performance accurately. Moreover, because measures of NPO performance can lead to differences of opinion (Rado et al., 1997; Mitchell, Aigle & Wood, 1997), strategies must be adopted to address the link between performance and multiple constituent effects (Gainer & Padanyin, 2002; Galaskiewicz & Bielefeld 1998) to fit management tactics necessary for NPO survival considering various communication techniques or attitudes (Webb et al., 2000) affecting fundraising (Balser & McLusky, 2005; Bryson, Gibbons & Shaye, 2001; Peltier & Schibrowski, 1995; Herman & Renz, 2008)..

Does marketing decrease or increase the gaps in performance evaluations in Israeli NPOs? We explore how different marketing techniques affect private and public stakeholders' evaluation of NPO using as a dependent variable the degree of discord in stakeholders' definition of performance and a set of independent social marketing techniques as the independent variable.

We use marketing aspects -intensive promotion of services/ products, level of investment in improving an organisation's image, degree of cooperation with other groups- to show that NPOs need to use various marketing approaches to accommodate for the differences in expectations between private and public stakeholders.

We use a convenience sample of NPOs in 2007 and a 64-item questionnaire related to non-profit operations, structure and practices. Sixty-two per cent (135 organisations) returned the questionnaires. Mean organisational age was 14 years, 30% were located in metropolitan areas. Managers averaged 6 years of organisational experience, and 50% of them had had professional training.

Results demonstrate that marketing is significant to both public ($R^2 = .049$) and private ($R^2 = .157$) performance gaps: the effect of marketing increases public stakeholders' evaluation of performance gaps by a factor 10% ($R^2=.396$) relative to the effect of environment ($R^2=.259$). In the case of private stakeholders, the same type of effect has triple magnitude ($R^2=.353$) relative to the previous inclusion of environment effects ($R^2=.115$). This indicates that marketing may have a higher effect on performance gaps among private stakeholders, whereas environment has a greater effect in the case of public stakeholders. It is thus reasonable to assume that local government, for example,



would allocate funding according to the needs of a target population rather than to marketing messages, which is why the effect is lower.

We conclude that marketing efforts in the NPOs are the single most effective way of gaining visibility and support in terms of participation and/or of selling products and services (Macdonald and Byron, 2003). Like the business sector, NPOs address targeted populations to increase social visibility, enhance fundraising and thereby improve performance but the role of marketing on performance is empirically less evident (Herman & Renz, 2008).

The main reason is that NPOs being “institutionalized” organisations, must comply with a great variety of social agents and operate under regulative, normative and cognitive standards in order to attain funding resources and generate processes and outcomes necessary to their survival (Scott, 1995). These social agents, however, often have different and/or conflicting goals that impede establishing “objective” success criteria in NPOs. Awareness of, and marketing according to, these subtle differences between private and public stakeholders (Dees, 1998) are imperative for improving performance. The findings confirm that marketing has a significant effect on evaluations of performance when targeting private stakeholders (organisations and individuals); intuitively or intentionally, NPOs marketing “targets” private stakeholders successfully; the link between marketing and performance is high (Rukert, 2008).

References

- Balser, D. & J. McClusky. 2005. Managing stakeholder relationships and nonprofit organizational effectiveness, *Nonprofit Management and Leadership*, 15(3), 295-315.
- Baruch, Y. & N. Ramalho 2006. Communalities and Distinctions in the Measurement of Organisational Performance and Effectiveness across For-Profit and Non-profit Sectors, *Non-profit & Voluntary Sector Quarterly*. 53, 456-501
- Bryson, J.M., Gibbons, M.J., & Shaye, G. 2001. Enterprise schemes for non-profit survival, growth, and effectiveness, *Non-profit Management and Leadership*, 11, 3, 271 – 288.
- Carson, E. D. 2000. On foundations and outcome evaluation, *Nonprofit and Voluntary Sector Quarterly* 29, 3, 479-482.
- Chain, M.R. 1998. Marketing activities in the non-profit sector – recent lessons regarding tax implications, *American Business Law Journal*, 36, 349-376.
- Crittenden, W. F. 2000. Spinning straw into gold: The tenuous strategy, funding, and financial performance linkage, *Non-profit and Voluntary Sector Quarterly*, 29, 164-182.
- Dees G. 1998. Enterprising Nonprofits, *Harvard Business Review*, 33, 5-12.
- Gainer, B. & Padanyin, P. 2002. Applying the marketing concept to cultural organizations: an empirical study of the relationship between market orientation and performance. *International Journal of Nonprofit and Voluntary Sector Marketing*. 7(2);182-94.
- Galaskiewicz, J., & Bielefeld. W. 1998. *Non-profit organisations in an age of uncertainty: A study of organisational change* New York: Aldine De Gruyter.
- Hastings, G. & M. Saren (2003). The critical contribution of social marketing: Theory and application, *Marketing Theory*, 3, 305-321.
- Herman R.D & Renz, D.O., 2008. Advancing Nonprofit Organizational Effectiveness Research and Theory : Nine Theses. *Nonprofit management and leadership*, 18, 4, 399-415.
- Kraatz, M., S. and E., J. Zajak, 2001. How organisational resources affect strategic change and performance in turbulent environment: theory and evidence, *Organisation Science*, 12, 632-658.
- Peltier, J.W. & Schibrowski, J.A. 1995. The direct marketing of charitable causes: a study of US fundraisers. *Journal of Direct Marketing*, 9, 72-80.
- Rados, D.L. 1996. *Marketing for non-profit organisations*: 2nd edition. Praeger.
- Scott, W. R. 1995. *Institutions and Organisations*, Thousand Oaks, CA: Sage.



- Shoham, A., A. Ruvio, E. Vago-Gadot & N. Schwabsky, 2006. Market orientations in the nonprofit and voluntary sector : A meta-analysis of their relationships with organizational performance, *Nonprofit and Voluntary Sector Quarterly*, 35(3): 453-475.
- Siu, Y.M, & Wilson, RMS 1998. Modeling market orientation: an application in the education sector. *Journal of Marketing Management*, 14: 293-323.
- Vazquez, R., Ignacio, L., & Santos, M.L. 2002. Market orientation and social services in the private nonprofit organisations, *European journal of Marketing*, 36, 1022-1046.
- Wade-Benzoni, K., Hoffman, A, Gillespie, J. and J., Bazerman, 2002. Barriers to Resolution in Ideologically Based Negotiations. *Academy of Management Review*. 27, 41-57.
- Webb, D.J., Green C.L. & Brashear T.G. 2000. Development and validation of scales to measure attitudes influencing monetary donations to charitable organizations, *Journal of Academy of Marketing Science* 28(2):229-309.



From authoritative governance to collaborative empowerment: a social marketing approach to the co-creation of science policy

Patricia McHugh
National University of Ireland
Email: p.mchugh9@nuigalway.ie

Dr Christine Domegan
National University of Ireland
Email: christine.domegan@nuigalway.ie

Abstract:

Science surrounds our daily lives and is an integral component to the development of sustainable communities and societies. Science also contributes to the competitiveness and advancement of nations through their governing policies. Historical approaches to policy formulation have been indoctrinated by an authoritarian process of oversimplification. In particular, the co-ordination of science policy since the 1950s has revolved around a problem solving process of sustaining scientific literacy levels to meet the educational requirements of relocating multinationals. Indubitably, changes in the economic environment now precipitate a paradigm shift from the traditional system of authoritative governance to a new system of collaborative empowerment. Each nation now needs to deepen and accelerate its creative capacity in order to formulate and shape pioneering policies which co-integrate the skill sets, ideas and intellectual capabilities of stakeholders from up, mid and downstream levels in a networked knowledge society.

The current interfaces between science 'and' society for polity embrace the classic rhetoric of a linear or vertical model of top-down didactic decision making processes, eradicating the compulsion for public participation. This traditional approach of mass communicating science 'to' the public needs to be replaced by a systemic, multi-directional and multi-dimensional model of integration, facilitating synergistic and collaborative engagement processes for science 'in' society.

Social marketing has proven instrumental in shaping voluntary behavioural change for the greater good of the individual and society in areas such as obesity, drink driving, smoking cessation and global warming, through the adoption of a total market approach of inter-system co-operation and collaboration. Social marketing, therefore, possesses the ability to overcome the disparaging relationship between science and society, through the employment of collaborative value networks (Lusch, Vargo and Tanniru, 2010). Value networks require action at every level, from international to national and local, as well as action by the private and community sectors, in addition to the involvement of individuals themselves (Darnton, 2008; APSC, 2007). Collaborative value networks also go beyond utilitarian forms of citizen engagement, involvement and consultation to the adoption of symbiotic, equal partnerships (Boyle and Harris, 2009). Furthermore, value networks identify, empower and infuse resource integrators from up, mid and downstream levels, culminating into balanced partnerships of power and responsibility throughout the strategic social marketing process, ensuring sustainable behavioural change for science 'in' society.

In recent years, it has become increasingly evident that governments and policy makers alone cannot simply deliver key policy outcomes and initiatives to a disengaged and passive public. Complex social problems such as the disconnect between science and society requires holistic rather than linear thinking (APSC, 2007). Collaborative partnerships, value networks and this social marketing network of networks and community of practices approach, moves away from the centralised top down authoritarian model and pays much more attention to reciprocal dialogue (Inzelt, 2008). The collaborative co-configuration of inter-system, inter-institutional and inter-organisational relationships changes the roles of resource integrators from being isolated, passive



and unaware to strategically connected, active and informed, promoting an all inclusive approach to effective social change (APSC, 2007; Prahalad and Venkat, 2004).

Social marketing encourages stakeholders to become effective agents of change in co-defining, co-contextualising, co-sensing, and co-creating meaningful solutions to the escalating divide between science 'and' society. Co-creational processes of change in social marketing surpass the goods dominant logic of value-in-exchange which is subsumed with self-interest, to the service dominant logic of value-in-use, where the participants contribute to, and become, resource integrators of the collaborative and interactive value process (Gronroos, 2008; Payne, Storbacka and Frow, 2008; Spohrer and Maglio, 2008; Vargo and Lusch, 2008; and Vargo, Maglio and Archpru-Akaka, 2008; Sheth and Uslay, 2007). The co-creation of social value emanates from the empowerment of mutual interests rather than focusing on individual silos of knowledge, resulting in a win-win situation for science and society.

This paper will illustrate through an integrated social marketing perspective, how science policy co-ordination processes need to transcend the boundaries of an authoritarian top-down model, to the implementation of a total market approach of inter-institutional and inter-system collaboration. The paper also delineates how science requires thinking and learning systems that grasp the bigger socially complex picture in identifying and managing interrelationships across the full range of independent and causal factors underlying its variety of stakeholders. This necessitates broader systems of active and empowered partnerships, alongside social marketing network formations at every level; from national to individual, to ensure consensus rather than dissensus for policy development and social change. Furthermore, an integrative social marketing approach manages the complexity of oversimplifying political and social issues, as it increases the public awareness of, support for, and engagement with science, thus, illustrating its appropriateness as the recommended way forward to ensure continued success in scientific research, development and policy formulation.

References

- Australian Public Service Commission (2007) *Tackling Wicked Problems - A Public Policy Perspective*. Contemporary Government Challenges, Commonwealth of Australia.
- Boyle, D., and Harris, M. (2009). *The Challenges of Co-Production - How Equal Partnerships between Professionals and the Public are Crucial to Improving Public Services*. NESTA Discussion Paper, London, UK.
- Darnton, A. (2008) *GSR Behaviour Change Knowledge Review: Overview of Behaviour Change Models and their Uses - Briefing Note for Policy Makers*. Available at: www.gsr.gov.uk [Accessed 29/09/2009].
- Gronroos, C. (2008) Service logic revisited: who creates value? And who co-creates? *European Business Review*, 20 (4), pp. 298 – 314.
- Inzelt, A. (2008) Private sector involvement in science and innovation policy-making in Hungary. *Science and Public Policy*, 35 (2), pp. 81 – 94.
- Lusch, R.F., Vargo, S.L. and Tanniru, M. (2010) Service, value networks and learning. *Journal of the Academy of Marketing Science*, 38 (1), pp. 19 – 31.
- Payne, A. F., Storbacka, K. and Frow, P. (2008) Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36 (1), pp. 83 – 96.
- Prahalad, C.K. and Venkat, R. (2004) Co-creating unique value with customers. *Strategy and Leadership*, 32 (3), pp. 4 - 9.
- Sheth, J.N. and Uslay, C. (2007) Implications of the revised definition of marketing: from exchange to value creation. *Journal of Public Policy and Marketing*, 26 (2), pp. 302 – 307.
- Spohrer, J. and Maglio, P.P. (2008) The emergence of service science: towards systematic service innovations to accelerate co-creation of value. *Production and Operations Management*, 17 (3), pp. 1-9.



- Vargo, S. L. and Lusch, R.F. (2008) Service-dominant logic: continuing the evolution. *Journal of the Academy of marketing Science*, 36 (1), pp. 1 – 10.
- Vargo, S.L., Maglio, P.P. and Archpru-Akaka, M. (2008) On value and value co-creation: a services system and service logic perspective. *European Management Journal*, 26 (1), pp. 145 – 152.



Going with the flow? What CSR can learn from innovation

Lutz Preuss
Romano Dyerson
Royal Holloway University of London
Email: Lutz.Preuss@rhul.ac.uk

Abstract:

Introduction

Despite having attracted academic attention for more than half a century, corporate social responsibility (CSR) has remained a fuzzy concept. Its precise meaning is shaped by a multitude of actors who interact at various levels in constant attempts to define and redefine the concept (Sahlin-Andersson, 2006; Windsor, 2001). At the same time, CSR has become increasingly difficult to ignore. As it is becoming expected of companies to address their responsibilities to society in some form or other, CSR managers are confronted with numerous challenges. Not least these include the challenges to infuse their organisation with novel values and ways to operate and to tap into perceptions of a range of external and internal stakeholders (De Bakker and den Hond, 2008; Donaldson and Preston, 1995).

The central argument of the paper

It is the central argument of this paper that the situation for CSR as a field – and for CSR managers as those charged with implementing the concept – is very similar to that of innovation and technology development – including the situation for those in charge of implementing these. Innovation too is a fuzzy process that is shaped through a constant interaction of multiple stakeholders and one that flows in sometimes unpredictable directions – with the resulting danger that a firm becomes locked into an outmoded way of ‘doing things’.

This raises the question what scholars and practitioners of CSR can learn from the innovation literature, in particular from those parts that deal with the processes in which innovation and technological development emerge rather than get implemented. Such insights could perhaps make CSR genuinely innovative rather than ‘just’ strategic, focussed on the business case (Preuss, 2010). The paper proceeds by examining the nature of innovation as operating at three interlinked levels, the micro-level of the innovating firm, the meso-level of the infrastructure that surrounds it and the macro-level of society.

Societal perspectives of innovation

Innovation does not exist in a vacuum but is shaped and moulded by a myriad of societal pressures reflecting varying power relations, perceptions and interactions at different levels (Williams and Edge, 1996). This social emphasis on the process of innovation and technology development suggests that innovation and technology developments is not pre-determined, programmed in as it were by inviolable characteristics, but rather shaped and constructed by society as a whole (MacKenzie and Wajcman, 1985; Biker and Law, 1992). Exploring the antecedents to change, as opposed to the impacts of change, can thus expose new insights in terms of societal accord in encouraging or dissuading paths of potential development (see for example, Jørgensen and Jørgensen, 2009).

Intermediate-level perspectives of innovation

At the intermediate level, we can point to a change in orientation from closed environments dependent upon the interaction of internal members to more outward facing, open environments encouraging the bringing in of external actors to enrich and enhance internal abilities. Such open innovation systems (Chesbrough, 2003) emphasise the innovation is a collaborative process requiring the input of many (specialised) actors or institutions. Commonality and openness at the



intermediate level has the flipside of proprietary and closed systems. Where differing systems are seen to compete, witness for example the contemporary battle between blu ray and HD DVDs, there may be a long period of flux before a unified view emerges and a successful innovation path is established. This has some compelling lessons for CSR in that competing solutions may hamper diffusion here too.

Firm-level perspectives of innovation

The sharing and bringing-in of knowledge to translate into innovation has implications for individual firms in terms of competitive advantage. Innovation at this level takes on the perspective of openness and an encouragement to learning for all in the firm. Thus we see a new emphasis upon encouraging input from all employees, in other words a democratisation of innovation. Innovation within the firm thus spills over from traditional focused departments, such as R&D, to embrace the whole firm (Christensen, 1997).

Implications for CSR

Discussing antecedents to innovation at societal, intermediate and firm levels points to a number of implications for CSR. The fuzziness inherent in innovation can be taken as indication that CSR too is likely to remain in flux. Although developments in CSR have at times lead to new institutions, such as United Nations Global Compact or the Sustainability Reporting Guidelines by the Global Reporting Initiative (GRI), apparently stable entities may be more thixotropic in nature as they are made fluid again through stakeholder interaction.

Such a conceptualisation of CSR has important implications for CSR research and consulting. If CSR is an inherently contradictory and uncertain process, just like innovation, then attempts to measure CSR are likely to be futile. Any such attempt treats CSR as proceeding on a predetermined path, whereas it will only be possible with hindsight to say how relevant the measures were, at a point in time when that relevance may have been challenged again. For CSR managers, this points to yet another challenge, namely to avoid getting locked into modes of 'doing CSR' that are outdated tomorrow.

References

- Bijker, W. and Law, J. (Eds) (1992) *Shaping Technology/Building Society: Studies in Socio-technical Change*. MIT Press, Cambridge, MA.
- Christensen, C.M. (1997) *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business School Press.
- Chesbrough, H. (2003) *Open Innovation: The New Imperative for Creating and Profiting from Technology*, Harvard Business School Press.
- de Bakker, F. G. A. and den Hond, F. (2008) Introducing the Politics of Stakeholder Influence: A Review Essay, *Business & Society*, 47: 1, 8-20
- Donaldson, T. and Preston, L. (1995) The stakeholder theory of the corporation: Concepts, evidence, and implications, *Academy of Management Review*, 20: 65-91.
- Jørgensen, M.S. and Jørgensen, U. (2009) Green Technology Foresight of High Technology: A Social Shaping of Technology Approach to the Analysis of Hopes and Hypes, *Technology Analysis and Strategic Management*, 21:3, 363-379.
- MacKenzie, D. and Wajcman, J. (Eds) (1985) *The Social Shaping of Technology: How the Refrigerator Got Its Hum*. Open University Press, Milton Keynes.
- Preuss, L. (2010) Barriers to innovative CSR: The impacts of organisational learning, organisational structure and the social embeddedness of the firm, in Louche, C.; Idowu, S. O. and Filho, W. L. (Eds) *Innovative CSR: From Risk Management to Value Creation*, Sheffield: Greenleaf
- Sahlin-Andersson, K. (2006) Corporate social responsibility: a trend and a movement, but of what and for what?, *Corporate Governance*, 6: 5, 595-608
- Williams, R. and Edge, D. (1996) The Social Shaping of Technology, *Research Policy*, 25, 865-899



Windsor, D. (2001) The Future of Corporate Social Responsibility, *International Journal of Organizational Analysis*, 9: 3, 225-25



The unwanted digital second self: A case for social marketing?

Alexander E. Reppel

School of Management, Royal Holloway, University of London,

Email: Alexander.Reppel@rhul.ac.uk

Isabelle Szmigin

Birmingham Business School, University of Birmingham,

Email: I.T.Szmigin@bham.ac.uk

Abstract:

The invention of the World Wide Web (or 'Web', Gillies and Cailliau 2000) has given rise to a 'network economy' (Achrol and Kotler 1999). As a new environment for communication, the Web has the power to modify "all domains of social life" and constitutes a structural change that "offers as many opportunities as it raises challenges" (Castells 2002, 275).

For businesses, this has provided the opportunity of a truly targeted approach on the basis of detailed customer information (Ansari and Mela 2003). But the challenges are also abundant. Tim Berners-Lee, one of the creators of the Web, recently criticised the tracking of online activities and warned of the need for consumer protection (Cellan-Jones 2008). Others have questioned the apparently benign collection, processing and analysis of personal data (e.g. Culnan and Armstrong 1999; Langenderfer and Cook 2004).

The development of 'Web 2.0' is particularly significant to this discussion with its further convergence of technological and social networks (Kleinberg 2008; O'Reilly 2005). Technically it supports social user involvement by providing an architecture of participation (O'Reilly 2007) that allows for an increasingly complex network of aggregated relations between individuals (Howe 2009; Shirky 2009). The use of social networks and Web-diaries has recently surpassed the use of personal e-mail (Nielsen Online 2009) and the average time spent on social networks continues to increase in many countries (nielsenwire 2010).

The relationship of a social group is always complex and 'Web 2.0' is no exception as increasing knowledge within a group is accompanied by a loss of individual privacy. The significance of privacy is entrenched in traditional liberal thinking, where privacy is considered to be important "for self-development or for the establishment of intimate or human relationships" (Regan 1995, 214). The consolidation of online and offline worlds means that the different roles an individual plays in society become visible simultaneously (Palfrey and Gasser 2008).

Merging roles raises the question of whether people in general and young people in particular using social networks, "fully understand the long-term consequences of sharing intimate information about themselves with the world" (Tapscott 2009, 71). Over time, such behaviour may create an unwanted digital second self within the network that others mistakenly view as a representation of the individual (Reppel and Szmigin 2010). Possible consequences of this could be negative credit ratings, the revelation of embarrassing facts or even the denial of group participation. Loss of privacy has been identified as "perhaps the most obvious shadow side of technological cooperation systems" (Rheingold 2002, xxi) and "a huge and unresolved issue on the Internet" (Tapscott 2009, 295).

Lessig (2000) suggests that human behaviour on the Web is mainly regulated by norms, the market, laws or technologies. A reliance on norms and market-based solutions seems unassertive, because providers of social networks benefit from the distribution of personal information of its members. This is exemplified by the recent debate surrounding changes to the privacy policy of social networking



service Facebook (e.g. Bankston 2009; Kirkpatrick 2010; Stone and Stelter 2009), which were designed to encourage users to make more personal information available to the wider public (Cashmore 2010).

Similarly, a reliance on structural changes, such as 'privacy-enhancing technologies' (Borking 2005; Burkert 1998) and privacy legislation (e.g. Solove 2004) are also limited. Learning new technologies places a substantial burden on individuals and privacy legislation relies on the legal system, which vary fundamentally across the world (Bejot 2001; Nettleton and Obhi 2004a, 2004b).

An alternative to the limits of regulation is a change in individual user's behaviour stimulated through social marketing. Initially devised as the adaptation of marketing to aid the acceptance of an idea (Kotler and Zaltman 1971), the aim of social marketing has recently been redefined as the change of individual behaviour that complements rather than competes with structural change or community mobilization to achieve social change (Andreasen 2002). Social marketing is concerned with behavioural change that people may be resistant to and whose benefits are not immediately obvious (McDermott, Stead and Hastings 2005).

The perspective of voluntary behaviour change on social marketing requires clarification on when it can and should be used. A social marketing campaign can be used when it is possible to identify socially critical individual behaviour and the target audience of the campaign. Social marketing should be used when it can be justified to be effective and efficient (Andreasen 2002). On the basis of these requirements, we will discuss the appropriateness of a social marketing campaign for overcoming the trade-off between 'participation' versus 'identification' on the Web.

References

- Achrol, R. S., and P. Kotler 1999. Marketing in the Network Economy. *Journal of Marketing* 63 (4): 146-63.
- Andreasen, A. R. 2002. Marketing Social Marketing in the Social Change Marketplace. *Journal of Public Policy & Marketing* 21 (1): 3-13.
- Ansari, A., and C. F. Mela 2003. E-Customization. *Journal of Marketing Research (JMR)* 40 (2): 131-45.
- Bankston, K. 2009. Facebook's New Privacy Changes: The Good, the Bad, and the Ugly. In Electronic Frontier Foundation (EFF). [cited 30. January 2010]. Available from <http://www.eff.org/deeplinks/2009/12/facebooks-new-privacy-changes-good-bad-and-ugly>
- Bejot, M. 2001. European Treatment of Internet Privacy Issues. *Journal of Internet Law* 4 (7): 1-6.
- Borking, J. 2005. "The Use and Value of Privacy-Enhancing Technologies." In *The Glass Consumer: Life in a Surveillance Society*, edited by Susanne Lace, 69-95. Bristol: Policy Press.
- Burkert, H. 1998. "Privacy-Enhancing Technologies: Typology, Critique, Vision." In *Technology and Privacy: The New Landscape*, edited by Philip E. Agre and Marc Rotenberg, 125-42. Cambridge, MA: MIT Press.
- Cashmore, P. 2010. Facebook's Privacy Changes: The Real Reason Behind the Move. In Telegraph Online. [cited 21. January 2010]. Available from <http://www.telegraph.co.uk/technology/facebook/7038087/Facebooks-privacy-changes-the-real-reason-behind-the-move.html>
- Castells, M. 2002. *The Internet Galaxy - Reflections on the Internet, Business, and Society*. Oxford: Oxford University Press.
- Cellan-Jones, R. 2008. Web Creator Rejects Net Tracking. In BBC. [cited 01. June 2008]. Available from <http://news.bbc.co.uk/2/hi/technology/7299875.stm>
- Culnan, M. J., and P. K. Armstrong 1999. Information Privacy Concerns, Procedural Fairness, and Impersonal Trust: An Empirical Investigation. *Organization Science* 10 (1): 104-15.
- Gillies, J., and R. Cailliau 2000. *How the Web Was Born*. New York: Oxford University Press.



- Howe, J. 2009. *Crowdsourcing - How the Power of the Crowd Is Driving the Future of Business*. London: Random House.
- Kirkpatrick, M. 2010. Facebook's Zuckerberg Says the Age of Privacy Is Over. In ReadWriteWeb. [cited 13. January 2010]. Available from http://www.readwriteweb.com/archives/facebooks_zuckerberg_says_the_age_of_privacy_is_ov.php
- Kleinberg, J. 2008. The Convergence of Social and Technological Networks. *Communications of the ACM* 51 (11): 66-72.
- Kotler, P., and G. Zaltman 1971. Social Marketing: An Approach to Planned Social Change. *Journal of Marketing* 35 (3).
- Langenderfer, J., and D. L. Cook 2004. Oh, What a Tangled Web We Weave: The State of Privacy Protection in the Information Economy and Recommendations for Governance. *Journal of Business Research* 57 (7): 734-47.
- Lessig, L. 2000. *Code: And Other Laws of Cyberspace*. Paperback ed. New York: Basic Books.
- McDermott, L., M. Stead, and G. Hastings 2005. What Is and What Is Not Social Marketing: The Challenge of Reviewing the Evidence. *Journal of Marketing Management* 21 (5/6): 545-53.
- Nettleton, E., and H. Obhi 2004a. Legal Protection for Databases in Europe: The Vexed Question of Whether Us Businesses Can Benefit. *Journal of Database Marketing & Customer Strategy Management* 11 (3): 268-73.
- 2004b. Legal Protection of Databases: A Wider Transatlantic Divide? *Journal of Database Marketing & Customer Strategy Management* 12 (1): 80-86.
- Nielsen Online 2009. Global Faces and Networked Places - a Nielsen Report on Social Networking's New Global Footprint In The Nielsen Company. [cited 15. April 2010]. Available from http://blog.nielsen.com/nielsenwire/wp-content/uploads/2009/03/nielsen_globalfaces_mar09.pdf
- nielsenwire 2010. Global Audience Spends Two Hours More a Month on Social Networks Than Last Year. In The Nielsen Company. [cited 15. April 2010]. Available from <http://blog.nielsen.com/nielsenwire/global/global-audience-spends-two-hours-more-a-month-on-social-networks-than-last-year/>
- O'Reilly, T. 2005. What Is Web 2.0 - Design Patterns and Business Models for the Next Generation of Software. In O'REILLY. [cited 03. January 2009]. Available from <http://www.oreillynet.com/pub/a/oreilly/tim/news/2005/09/30/what-is-web-20.html>
- 2007. What Is Web 2.0: Design Patterns and Business Models for the Next Generation of Software. *Communications & Strategies* (65): 17-37.
- Palfrey, J., and U. Gasser 2008. *Born Digital - Understanding the First Generation of Digital Natives*. New York: Basic Books.
- Regan, P. M. 1995. *Legislating Privacy: Technology, Social Values and Public Policy*. Chapel Hill & London: University of North Carolina Press.
- Reppel, A., and I. Szmigin 2010. "Data Doppelgänger: Addressing the Darker Side of Digital Identity." In *2010 European Conference of the Association for Consumer Research*. Egham, UK.
- Rheingold, H. 2002. *Smart Mobs - the Next Social Revolution*. Cambridge, MA: Perseus Publishing.
- Shirky, C. 2009. *Here Comes Everybody - How Change Happens When People Come Together*. London: Penguin Books.
- Solove, D. J. 2004. *The Digital Person: Technology and Privacy in the Information Age*, edited by Jack M. Balkin and Beth Simone Noveck, *Ex Machina: Law, Technology, and Society*. New York: New York University Press.
- Stone, B., and B. Stelter 2009. Facebook Withdraws Changes in Data Use. In New York Times. [cited 24. January 2010]. Available from <http://www.nytimes.com/2009/02/19/technology/internet/19facebook.html>
- Tapscott, D. 2009. *Grown up Digital*. New York: McGraw Hill.



The role of organisational citizenship behaviour in creating a sustainable working environment

Anne M Smith
The Open University Business School
Email: anne.smith@open.ac.uk

Terry O'Sullivan
The Open University Business School
Email: t.j.osullivan@open.ac.uk

Abstract:

This paper presents initial findings from exploratory research examining the nature and role of employees' organisational citizenship behaviours (OCBs) relating to the creation and adoption of sustainable working practices. It advocates an internal marketing approach to help managers encourage pro-environmental OCBs.

Organisations, not individuals, are the main cause of climate change attributable to human activity (Senge et al., 2008; Stern, 2000). Pressure from a range of stakeholders, including customers for more environmentally friendly products (Porter and van der Linde, 1995); investors' requirements for environmental initiatives (Gilley et al., 2000); government legislation (Bansal and Roth, 2000) and changing social values (Hostager et al., 1998) have resulted in a growing number of organisations setting environmental goals, policies and strategies. Many involve encouraging pro-environmental behaviours amongst employees, for example, by providing recycling facilities and subsidising transport alternatives. Additionally, organisations are looking toward worker participation as a means to achieve environmental goals through innovation (Ramus and Steger, 2000; Rothenberg, 2003). Conversely, there is also evidence that employees are driving change and the importance of organizational citizenship behaviour (OCB) has been emphasized i.e. behaviour that is beneficial for an organisation but falls outside formal role requirements (Podsakoff et al., 2000).

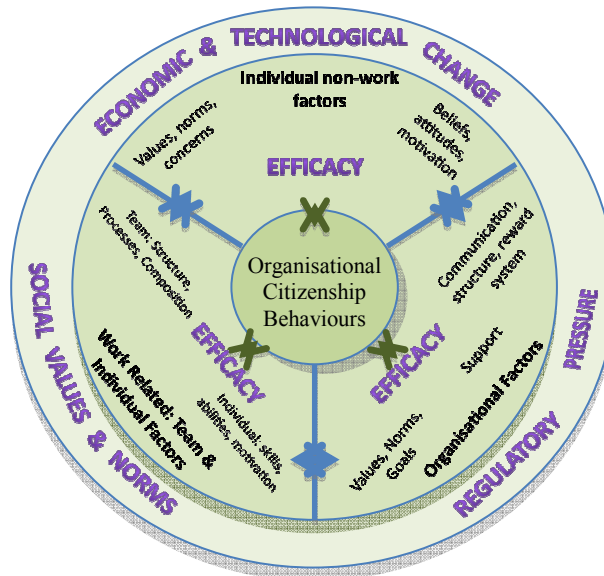
In order to influence behavioural change there is a need to understand the factors determining behaviour. Findings from fourteen focus group interviews with employees of five U.K public and private sector organisations were analysed adopting an inductive, thematic approach. An integrative framework is proposed, based on social cognitive theory (SCT) (Bandura, 1986), a foundational theory in social marketing (Lefebvre, 2000) and described as the best theory for understanding organisational behaviour (Arnold et al, 2004). Consequently, SCT offers a promising framework for embedding a social marketing approach within an organisational context. Bandura (1986) describes SCT as based on a model of 'triadic reciprocal determinism' where 'behaviour, cognitive and other personal factors, and environmental influences all operate interactively as determinants of each other' (p23). The main findings are illustrated in Figure 1.

Motivated by pro-environmental values and concerns focus group participants closely related non-work and work related behaviours, for example, 'if you religiously only boil enough water that you need, you become more and more obsessed with that, because other people don't do it, so that becomes your cause, your campaign in the house, or workplace'. 'Organisational citizens' typically attempt to influence other team members, whether through example, argument, or simply making decisions for them, as when an IT worker, frustrated at printing redundant reports – 'turned them off and didn't tell them'. Work-related team and individual factors were also key. The most sustainable behaviours became embedded in social organisational systems, satisfying multiple stakeholder needs. For example, IT technicians in one organisation promoted a 'switch off' campaign because it not only saved energy but also made data back-up procedures more secure. Adoption of OCBs



occurred through transfer by advocates from previous workplaces, for example a toner recycling initiative which helped rationalise organisation-wide purchasing.

Figure 1: Factors Determining Pro-environmental Organisational Citizenship Behaviours



Organisational factors were more questionable. Respondents' interpretations of formal pro – environmental organisational policy, communication and activity revealed a sense of 'sceptical realism', for example, 'It's all about cost'. Additionally, detailed grasp of specific policies was limited, or absent, and employees regarded senior management's receptivity to their suggestions about pro-environmental behaviour as constrained by business imperatives. Finally, efficacy (the individual and collective belief that one can manage circumstances) has been shown to determine the level of opportunity recognition and task performance related to environmental innovation (Hostager et al., 1998). While the majority of participants were convinced that individuals and teams could make a difference in the long term, their sense of efficacy was occasionally ambivalent: 'It's not going to make it worse, is it?'.

The findings suggest a high level of pro-environmental OCB determined by a range of personal (non-work) and work related factors. A challenge, for managers is how to encourage OCBs outside formal roles such that it is difficult to formally specify or reward them (Yi and Gong, 2008). One approach to achieving behavioural change is through internal marketing (IM) described as a philosophy for managing the organization's human resources based on a marketing perspective (George, 1990). Important roles for IM include creating a sense of organisational identification which is a 'powerful predictor' of OCB (Riketta 2005) and building trust which again determines the propensity to engage in OCBs (Morrison, 1996). The role of IM in identifying and satisfying employee needs through the development and delivery of internal products and services which encourage pro-environmental OCBs is emphasised.

References

- Arnold, J., Silvester, J., Patterson, F., Robertson, I., Cooper, C. and Burnes, B. (2004) *Work Psychology: Understanding Human Behaviour in the Workplace*, FT Prentice Hall, Fourth edition.
- Bandura, A. (1986) *Social Foundations of Thought and Action: A Social Cognitive Approach*, Englewood Cliffs, New Jersey: Prentice Hall.
- Bansal, P., and Roth, K. (2000) 'Why companies go green: a model of ecological responsiveness', *The Academy of Management Journal*, Vol. 43, No. 4 pp. 717-736
- George, W.R. (1990) 'Internal marketing and organisational behaviour: A partnership in developing customer-conscious employees at every level', *Journal of Business Research*, Vol. 20, No 1, pp 63 – 70.
- Gilley, K., Worrell, D. L., Davidson, III, W. N. and El-Jelley, A. (2000) 'Corporate environmental initiatives and anticipated firm performance: the differential effects of process driven versus product driven greening initiatives', *Journal of Management*, Vol. 26, No. 6 pp. 1199 – 1216.
- Hostager, T.J., Neil, T.C., Decker, R.L., and Lorentz, R. D. (1998) 'Seeing environmental opportunities: effects of intrapreneurial ability, efficacy, motivation and desirability', *Journal of Organisational Change Management*, Vol.11, No.1 pp. 11 – 25.
- Lefebvre, R. C (2000) 'Theories and Models in Social Marketing', Chapter 22 in *Handbook of Marketing and Society*, Bloom P.N. and Gundlach G.T. Newbury Park CA: Sage Publications.
- Morrison, E.W. (1996) 'Organizational citizenship behaviour as a critical link between HRM practices and service quality' *Human Resource Management*, Vol. 35, No.4 pp. 493-512
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). 'Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research' *Journal of Management*, Vol. 26 pp. 513–563.
- Porter, M.E. and van der Linde, C. (1995), 'Green and competitive: ending the stalemate', *Harvard Business Review*, Vol. 73, No. 5, pp 120 - 34.
- Ramus, C. A. and Steger, U. (2000) 'The roles of supervisory support behaviours and environmental policy in employee "eco-initiatives" at leading – edge European companies,' *Academy of Management Journal*, Vol. 43, No 4, pp. 605 - 626.
- Riketta, M. (2005), 'Organizational Identification: A Meta- Analysis,' *Journal of Vocational Behaviour*, Vol. 66, No 2, pp. 358–84.
- Rothenberg, S. (2003) 'Knowledge content and worker participation in environmental management at NUMMI', *Journal of Management Studies* Vol. 40, No. 7, pp. 1783 – 1802.
- Senge, P., Smith, B., Kruschwitz, N., Laur, J. and Schley, S. (2008) *The Necessary Revolution: How Individuals and Organisations Are Working Together to Create a Sustainable World*, London, Nicholas Brealey.
- Stern, P.C. (2000) 'Toward a coherent theory of environmentally significant' behaviour', *Journal of Social Issues*, Vol. 56, No. 3, pp. 407 – 424.
- Yi, Y and Gong T. (2008) 'If Employees "Go the Extra Mile," Do Customers Reciprocate with Similar Behaviour?' *Psychology & Marketing*, Vol. 25, No. 10 pp. 961–986



Can social marketing be genuinely community-led? Complementarity and tensions between social marketing and community development

Martine Stead
Institute for Social Marketing, University of Stirling
Email: martine.stead@stir.ac.uk

Abstract:

For all social marketing's concern with 'consumer orientation' – putting the consumer at the centre of the programme –, most social marketing interventions are designed and managed by social marketing, health promotion or public health experts rather than by the consumers and communities who are their intended target groups and beneficiaries. Community members may be involved in intervention development as research participants – for example, consulted about the acceptability and feasibility of the planned intervention – or, less often, recruited to assist in programme implementation (for example, where 'lay people' are trained to facilitate particular activities or to act as recruiters for difficult-to-reach target groups); they may also be involved in programme advisory and steering groups as lay or community representatives. However, it is relatively rare for social marketing interventions to be designed and managed primarily by communities themselves.

This paradox reflects two potentially conflicting trends which can be observed in current social marketing, particularly in the UK. On the one hand, the social marketing emphasis on actively involving the consumer resonates with concepts which are currently attracting policy maker interest, such as 'community engagement', which assumes that public services that involve their users are likely to be of higher quality and more relevant to the communities they serve (SCDC 2010), and 'co-production', which posits that 'people who use services contribute to the production of services' and is based on the insight that service users bring expertise and assets which can help improve those services (Needham & Carr 2009). On the other hand, the recent explosion of interest in social marketing in the UK can be seen as having been associated with a greater professionalisation of the field and a trend towards outsourcing of social marketing contracts to 'expert' agencies and consultants. The development of professional standards for social marketers is another example of this trend.

However, there have also been moves in the other direction: towards a more genuinely community-led social marketing. One example is two ongoing linked projects in north and south Edinburgh seeking to combine social marketing with community development philosophy and practice. Each project is located in a low income area identified for priority funding to promote healthier lifestyles, particularly in relation to diet and physical activity. Overseen by a steering group of health and local government practitioners, the two projects run for 18 months and are coordinated by two community development workers, neither of whom have prior expertise in social marketing or public health. The projects are committed to using social marketing in a manner which is compatible with community development principles. This means, for example, that local community members are integrally involved in conducting needs assessment, agreeing project objectives and developing project activities.

Drawing on the author's ongoing experience as social marketing and evaluation advisor to the projects, this paper will reflect on points of complementarity and tension between social marketing and community development. Several areas of interest are already emerging: for example, the task of setting a precise behaviour change objective – one of Andreasen's (2002) six benchmarks of social marketing – is seen as potentially at odds with the principle of communities and individuals determining their own priorities, as well as with the emphasis placed in community development on wider, less measurable outcomes such as empowerment and social capital (Billings 2000). Unease



about imposing project objectives may reflect wider conflicts in community development, such as the potential irreconcilability of community needs and funding agency expectations (Legge et al 2007). Varying levels of ownership and understanding of the social marketing approach are also evident among the project teams, which may or may not affect how the projects embrace social marketing principles and tools as they evolve. In other respects, however, strong areas of complementarity are evident, with certain social marketing concepts resonating strongly with the community development ethos. For example, 'consumer orientation' and 'mutually beneficial exchange' are seen as highly compatible with the community development principles of 'starting where the people are' (Lindsey et al 2001) and developing activities in dialogue with them. Equally the notion of addressing 'competition' in the form of structures and policies which are undermining of health – such as local retail practices and poor green space provision – sits comfortably with community development's concern with increasing disadvantaged communities' control over resources and services (Legge et al 2007). In conclusion, the paper will reflect on both the limits and potential for synergy between social marketing and community development.

References

- Andreassen AR (2002). Marketing social marketing in the social change marketplace. *Journal of Public Policy and Marketing*, 21(1): 3-13.
- Billings JR (2000). Community development: a critical review of approaches to evaluation. *Journal of Advanced Nursing*, 31(2): 472-480.
- Legge DG, Gleeson DH, Wilson G, Wright M, McBride T, Butler P, Stagoll O (2007). Micro macro integration: Reframing primary healthcare practice and community development in health. *Critical Public Health*, 17 (2):171-182.
- Lindsey E, Stjduhar K, McGuinness L (2001). Examining the process of community development. *Journal of Advanced Nursing*, 33 (6): 828-835.
- Needham C, Carr S (2009). Co-production: an emerging evidence base for adult social care transformation. Social Care Institute for Excellence Research Briefing 31.
- SCDC 2010. <http://www.scdc.org.uk/national-standards-community-engagement/what-is-community-engagement/>



From transparency to invisibility: the implications of different behaviour change mechanisms for social marketers

Professor Alan Tapp
Bristol Business School
Email: alan.tapp@uwe.ac.uk

Fiona Spotswood
Bristol Business School
Email: fiona2.spotswood@uwe.ac.uk

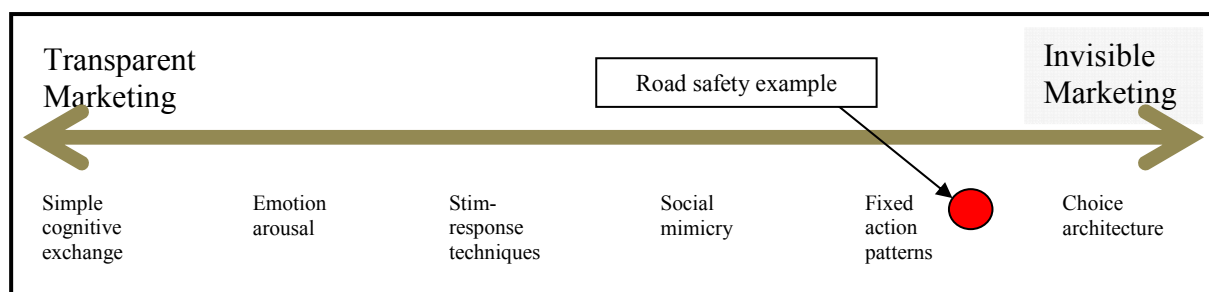
Abstract:

Cognitive exchange-based social marketing can sometimes be quite straightforward. An offer is made in return for a defined behaviour change, which is accepted or rejected by weighing up the pros and cons. The marketer has made a clear calculation that the returns justify the outlay. An example would be an offer to save money by quit smoking using NHS services. The marketing proposition is transparent in the sense that both audience and marketer are fully aware of the exchange.

In contrast are interventions linked to the underlying socio-cultural or environmental structures which often underpin unhealthy behaviours (c.f. Bourdieu, 1985). In these cases 'choice architecture' might be used to design the environment such that people are subconsciously guided to change their behaviour (Thaler and Sunstein, 2008). An example may be a change to the organ donation procedure from 'opt in' to 'opt out' to increase donor card holders. In this scenario the pre-loading of the proposition is largely invisible to the citizen, which introduces considerable subtlety into the scope of social marketing.

In between these extremes lie a variety of behaviour change 'mechanisms'. Examples are campaigns that arouse emotions (an example may be the 'Be a Star' breastfeeding campaign in the UK (see <http://www.beastar.org.uk/>), activities that take advantage of 'fixed action patterns' (Cialdini 2007) and programmes that reform habits. An example is a road safety intervention in which one component involves the fitting of in-vehicle data recorders (IVDRs) that signal to the target group of aggressive male drivers (and records) if they swerve or brake too heavily. They are aware that their aim is to drive 'skilfully' in exchange for incentives, but the subtleties of the use of the IVDR to break habits will not be clear to the men (Pressley, Collins, Tapp, & Ellson, unpublished). Diagram 1 illustrates the concept of a spectrum of social marketing activity, from 'marketer-consumer transparency' to 'marketer-consumer invisibility'.

Diagram 1



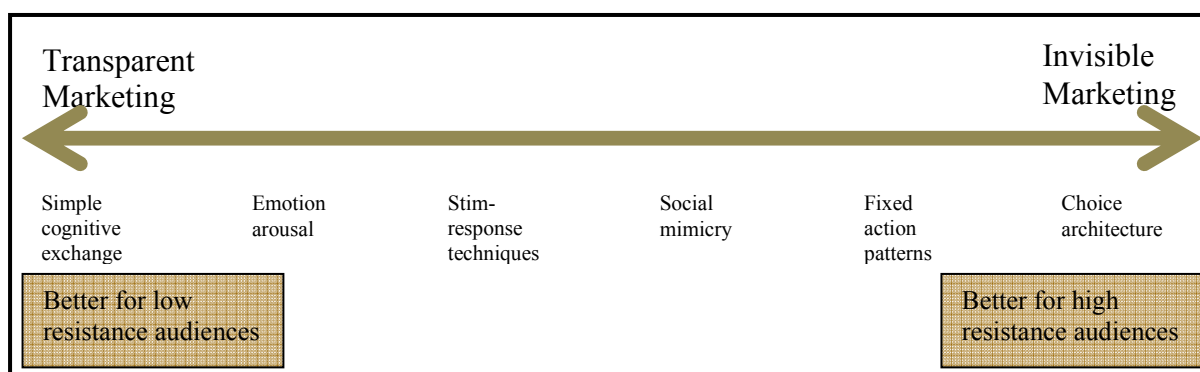
The implications of the transparency – invisibility spectrum



We introduce two concepts which have emerged as pivotal implications of the transparency-invisibility spectrum; the potential impact of behaviour change interventions *targeting groups resistant to change*, and the proposition that using approaches along the whole spectrum will *improve social marketing's ROI*.

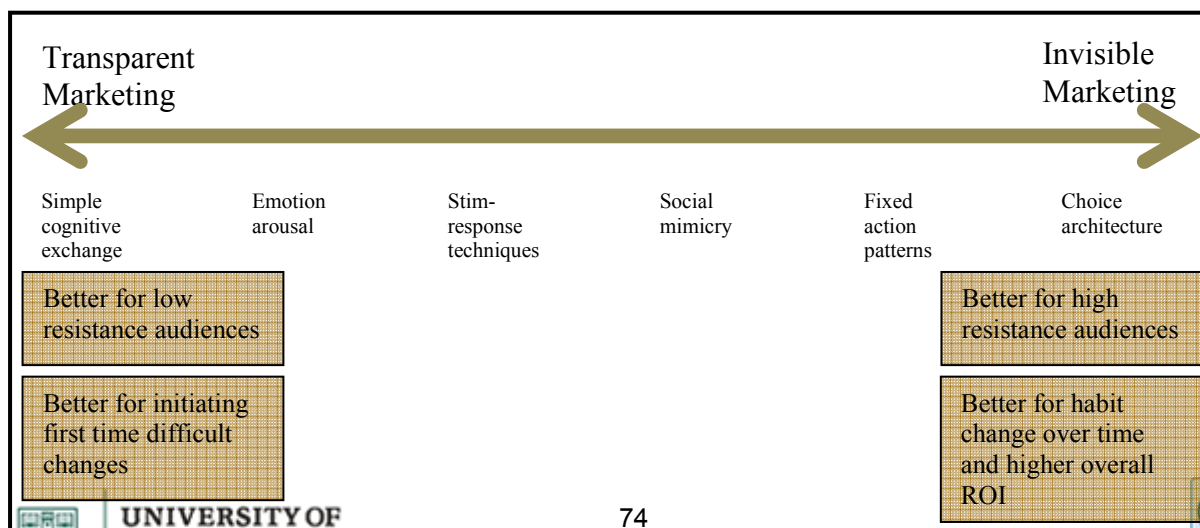
Many behaviours we consider 'health-endangering' are seen as positive by our target groups. Binge drinking, for example, is considered fun and sociable, so it becomes clear that a cognitive offer based on the benefits of sobriety will struggle to have impact. It is proposed that for these groups most resistant to change, interventions tending towards the 'invisible' may be most effective. An 'invisible' intervention to reduce binge drinking would not likely mention alcohol, rather offering diversionary activities with immediate perceived benefits (c.f Hughes, Bellis 2003) or aim to increase its financial cost (in the case of alcohol, as argued by Plant and Plant 2006). This is illustrated in Diagram 2:

Diagram 2: Transparency, invisibility and resistance



Secondly, we propose that applying 'transparent' approaches will increase social marketing's ROI. A major limitation of cognitive exchange is the short lifespan of the new behaviour, creating a need of ongoing marketing to remind and coax. Diagram 3 shows that 'invisible' approaches have the advantage of being rooted in automatic, habitual change, which will be more cost-effective because they produce automated rather than considered behaviours without the need for post-intervention marketing investment.

Diagram 3: Transparency, invisibility and economic effectiveness



We also consider the ethical dilemma implied by 'invisible' interventions. Although our research indicates that individuals may wish to be led through a habitual, social or emotive route to some behaviour changes, it is also acknowledged that 'invisible' behaviour change frameworks will be hailed as manipulation (see for example Brown 2003 for an insightfully argued book on the commercial exploitation of customers).

To conclude, the academic history of social marketing is located in the concept of exchange as a cognitive, rational process (e.g. Schwartz, 1996). Other mechanisms of human behaviour change such as social copying, emotions and habit change have received less attention by social marketers. However, social marketers must concentrate on the variation of causes of behaviour change to achieve maximum impact over the most resistant audiences and to achieve maximum ROI.

References

- Bourdieu, P. (1985). The genesis of the concepts of *Habitus* and of *Field*. *Sociocriticism*, 2(2), 11-24.
- Cialdini, R. (2007). *The Psychology of Influence*, Revised ed, Harper Collins, NY
- Hughes, K. and Bellis, M.A. (2003). *Safer Nightlife in the North West of England: A report by the North West Safer Nightlife Group*. Centre for Public Health: Liverpool John Moores University.
- Plant, M., and Plant, M. (2006). *Binge Britain: Alcohol and the national response*, Oxford University Press, UK.
- Pressley, A., Collins, K., Tapp, A., & Ellson, T. (2010, unpublished). Boy racers and Bourdieu: Social capital theory and its implications for social marketers.
- Schwartz, B., (1996). Working within the system: Adapting the social marketing approach to the implementation of state and federal health programs. *Social Marketing Quarterly*, (Winter), 64-70.
- Thaler, R.H. and Sunstein, C.R., (2008). *Nudge. Improving Decisions About Health, Wealth, and Happiness*. Yale: Yale University Press.



(Re)Defining corporate social responsibility (CSR) during a recession

Tim Tarrant
Bristol Business School
Email: timtarrant@btinternet.com

Abstract:

Corporate social responsibility (CSR) has increasingly become the key criterion for gauging corporate reputation (Ellen et al, 2006) and is used by companies such as *British American Tobacco, BT, Coca-Cola, Body Shop, H+M, Ben and Jerry's* to bolster their marketing and brand awareness (Hancock, 2004) although during the 2008-2009 recession spend on CSR initiatives had been reduced by some companies including Microsoft. It is therefore important for organisations to understand if consumers' attitudes to CSR altered during a recession, when (if at all) they would be prepared to pay the premium price for CSR augmented products and if investment in CSR initiatives was cost effective during a recession.

A literature review illustrated that the construct of CSR had 'historical baggage' and was a confusing and 'tortured concept' for both consumers and practitioners through the use of imprecise and overlapping terms (Maak, 2008 & Maignan et al, 2005). This contributed to the restricted development and critical analysis of the construct (Marrewijk, 2003). After sixty years of evolution, research widely showed that consumers were cynical of CSR and mistrusted ethical claims made by organisations.

This research tested eight hypotheses which when applied to two recently developed models of CSR – 'The Value, Balance and Accountability model' (Schwartz and Carroll, 2008) and 'The 7 C's' (Maak, 2008). These two 'umbrella' models attempted to find the 'holy grail' of CSR research – precise and inclusive terms with which to describe CSR within a self regulated compliance framework. They also illustrated how the evolution of CSR had prevented researchers identifying and correcting negative attributes of the construct and creating more appropriate paradigms.

The research used both qualitative and quantitative research methodologies with 15 in-depth interviews and 239 self-administered on-line surveys being completed between October 2009 and January 2010. The respondents were selected through convenience and snowballing. The respondents were treated in an ethical manner throughout the process and gave informed consent to take part in the research. A wide age range was achieved with a mean age of 49 years with the youngest being 18 and the oldest 89 years. 71% had university education with 91% being white. 48% had lower than the average income (<£24,500) with 19% of this group being on grants or pensions earning less than £7500. The results were analysed using critical discourse analysis (Kushner, 2000) and with SPSS using mainly Pearson's Chi Square and Fishers Exact Test.

Our research identified many insights which collectively indicated that the construct of CSR required further redefining.

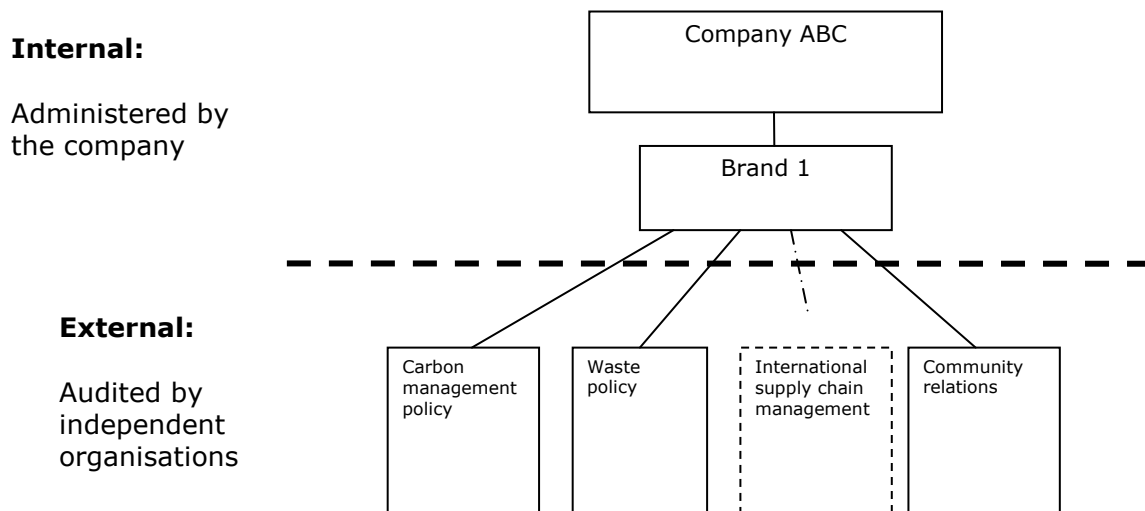
- Importantly the research identified that the recession did not have a major impact on ethical spending. This could be due to ethical purchases being a lifestyle choice and 'ring fenced' or that the recession has not yet impacted on the sample.
- Although respondents were cynical about 'CSR' they widely understood or could infer what the term meant i.e. it had near universal awareness.
- Conversely there was widespread acknowledgement by respondents that CSR was used by companies to appear more ethical than in reality (i.e. 'greenwash') and that the term had many conflicting meanings.



- The research showed that respondents' spending on CSR augmented products was constant throughout the recession although this contradicted previous research by Elkington (2004).
- Respondents were not 'anti-capitalist' and actively wanted to engage and have a dialogue with companies on ethical issues which supported research by Ellen et al (2006).
- The findings also showed that respondents accepted cause related marketing as an acceptable device in which to support ethical or societal needs.

Based on these results and analysis of the VBA and 7 C's models, this paper will propose a new definition of CSR. The VBA and 7 C's models are both inadequate as they semantically 'tinkered' with the construct without addressing fundamental issues such as consumers' cynicism and confusion through the continued use of interpretive terminology that can be manipulated by organisations, and consumers' mistrusted organisations to regulate themselves without an independent system of compliance. In response the Corporate Ethical Index (CEI) removes the banner or 'umbrella' approach and ceases to use the term CSR. It proposes separate silo's of policies (such as carbon footprint and/or supply chain working conditions – see figure 1) which are externally audited and specific to each industrial sector. The notion of the index produces a numerical 'score' that is comparable with competing organisations within the same sector. The CEI score could be used effectively in marketing, become trusted by consumers and other stakeholders and lead to better socially responsible management and governance of organisations.

Figure 1: The Corporate Ethical Index construct of CSR.



NB. This diagram shows the potential silo's of initiatives of a single company. The international supply chain management has a broken line as this policy may not apply to this particular company. There is a clear responsibility for external audits so that companies may not adopt initiatives that are incomplete unless they are prepared to accept a lower CEI score.

References

Elkington (2004) *The Triple Bottom Line – does it all add up?* Henriques A, Richardson J (Editors)
London, Earthscan.



- Ellen PS, Webb DJ, Mohr LA (2006) *Building Corporate Associations: Consumer attributions for corporate socially responsible programmes* Journal of Academy of Marketing Science 34 (2) 147-157.
- Hancock J (Editor) (2004) *Investing in Corporate Social Responsibility* London, Kogan Page.
- Kotler P, Lee N (2005) *Corporate Social Responsibility: doing the most good for your company and your cause. London, Wiley.*
- Kushner, S (2000) *Personalizing evaluation* Sage Publications London.
- Maak T, (2008) *Undivided Corporate Responsibility: Towards a theory of corporate integrity* Journal of Business Ethics 82:353-368.
- Maignan I, Ferrell OC, Ferrell L (2005) *A stakeholder model for implementing social responsibility in marketing* European Journal of Marketing 39 (9/10) 956-977.
- Marrewijk M van, (2003) *Concepts and definitions of CSR and Corporate Sustainability: Between Agency and Communion* Journal of Business Ethics vol 44 issue 2/3 p95-105.
- Schwartz MS, Carroll AB, (2008) *Integrating and Unifying Competing and Complementary Frameworks – The search for a common core in Business and Society Field*, Business & Society 47 (2) 148-186.



Did we change a rubbish habit? The effectiveness of a Community Based Social Marketing approach to increasing recycling behaviour

Dr Christine Thomas
The Open University
Email: c.i.thomas@open.ac.uk

Abstract:

The use of social marketing in promoting sustainability, although fairly well established in areas such as recycling, has recently received increasing attention. Jones et al, 2008 in a viewpoint piece suggest that the role of marketing in understanding and changing consumer behaviour and more generally in influencing attitudes and beliefs could be harnessed to move towards a more sustainable future. Defra in their Framework for Pro-Environmental Behaviours Report stated that 'we have broadly followed a social marketing methodology, moving from the initial scoping through to more detailed consumer insight, segmentation and strategy' (Defra, 2008). However, just how and where social marketing is used in interventions to encourage people to behave more sustainably varies, although all involve moving beyond awareness and conventional social communication strategies. Some approaches focus simply on targeted advertising campaigns ((Frame et al, 2007), others more commonly use market research to produce audience segmentation and deliver targeted communications campaigns (Defra, 2008; Barr 2006; Rose et al, 2007) and many have adopted the community based social marketing (CBSM) approach proposed by Doug McKenzie-Mohr and focused around identifying key barriers to change and working at the community level to effect that change (McKenzie-Mohr and Smith, 1999; Barr, 2006; Thomas, 2006).

NESTA in their Selling Sustainability Research Report (NESTA, 2008) suggested that the attraction of social marketing for policy makers in tackling the significant challenges of influencing people to behave and live more sustainably stems from an understanding that commercial marketing holds the greatest expertise in behavioural change. Many of the definitions of social marketing make reference to the use of commercial marketing tools and expertise adapted to address social goals (Hastings, 2007). However, NESTA comment on the lack of research investigating the use of social marketing for environmental issues, the key challenges and opportunities facing these campaigns and analysis of the outcomes. So can marketing promote recycling as a consumer behaviour as effectively as it can promote the consumption of the product that must be recycled (Peattie and Peattie, 2008).

This paper reflects on the outcomes from a social marketing approach taken in one local authority programme to encourage householders to increase their recycling and waste minimisation behaviours. Project Integra, the waste management cross-county partnership of local authorities in Hampshire, identified the need to improve the quality and quantity of recyclables captured. Awareness of waste management and recycling issues in Hampshire was already high (SEERA, 2003) and consequently they felt they had to do something more than a communications campaign to achieve this goal. The approach chosen was based conceptually on CBSM, drawing also on previous experience.

A number of CBSM elements were adopted in the strategy including carrying out research, audience segmentation, targeted communications and prompts, addressing the key barriers through service improvements, using pledges and attempting to set new social and behavioural norms for participation and action on waste. After initial market research and focus groups to explore attitudes and behaviours of residents, and barriers to recycling and waste minimisation, motivators and triggers to engagement and action, Project Integra undertook a 'doorstepping programmes' involving face-to-face interaction with the householder to determine and encourage their recycling behaviour. CBSM encourages personal contact to reinforce norms, and it was also used as an



opportunity to encourage residents to pledge to recycle more, as has been shown in other projects to increase the chances that they will actually then do so. The campaign also focused on two way communication programme with the public – not just a one way dissemination of messages. This was considered important to support people in behaviour lifestyle change – to provide feedback and reward, another CBSM principle. The research and segmentation was used to focus communications messages, although resource limitations did mean that opportunities to target different audience segments with different messages were limited.

Did it work? In terms of recycling performance it was successful. The project evaluation research, carried out after the first year of the 'Recycle for Hampshire' campaign that resulted from this behavioural change strategy, demonstrated a shift in recycling behaviour, an increase in normalisation of recycling and that most performance indicators showed targets were met or progressed towards (Thomas, 2006). However identifying what aspects of this multi-faceted approach were effective was not straightforward, as neither was the question of in what ways the adoption of the CBSM approach and social marketing methods contributed to this success. Through this case study, the paper will explore the application of social marketing approaches to encouraging recycling behaviours.

References

- Barr S, Gilg A and Shaw G (2006) *Promoting Sustainable Lifestyles: a social marketing approach*, Defra, London
- Defra (2008) *A Framework for Pro-Environmental Behaviours Report*, Department for Environment, Food and Rural Affairs, London; available from www.defra.gov.uk
- Frame, B and Newton, B (2007) Promoting sustainability through social marketing: examples from New Zealand *International Journal of Consumer Studies* 31 pp571-581
- Hastings, G (2007) *Social marketing: why should the devil have all the best tunes?* Butterworth-Heinemann, Oxford
- McKenzie-Mohr, D and Smith, W (1999) *Fostering Sustainable Behaviour: an introduction to community-based social marketing* New Society Publishers, Canada
- McKenzie-Mohr, D (2000) 'Promoting Sustainable Behavior: an introduction to community-based social marketing' *Journal of Social Issues* 56 (3), pp 543-554
- NESTA (2008) *Selling Sustainability: Seven lessons from advertising and marketing to sell low-carbon living*, Research report, NESTA, London UK; available from www.nesta.org.uk
- Jones P, Clarke-Hill C, Comfort D and Hillier D (2008) Marketing and sustainability, *Marketing Intelligence and Planning*, 26(2) pp123-130
- Peattie, Ken and Peattie, Sue (2008) Social marketing: A pathway to consumption reduction? *Journal of Business Research* 62, 2, p260-268
- SEERA (2003) *'Attitudes Towards Waste Management: Survey of Residents in the South East'* research conducted for the South East England Regional Assembly by MORI, SEERA, UK
- Thomas C (2006) *'Recycle for Hampshire' Strategy and Campaign Evaluation Report* Hampshire County Council, UK



The role of small independent retailers in building neighbourhood community

Julia Tyrrell
Coventry University Business School
Email: j.tyrrell@coventry.ac.uk

Abstract:

Introduction

A long line of debate in the sociological and urban studies literature has argued that cohesion amongst residents is a key ingredient for healthy societies and communities (Hipp & Perrin, 2006). This debate has built on the social capital perspective developed by Putnam (2000) who argues that a sense of cohesion (or 'connectedness') is important for fostering an attachment to a larger community. However, during the latter part of the 20th century, Western societies have witnessed a decline in the public's involvement in the life of their local communities (Putnam et al., 2003). This decline has resulted in communities, particularly urban communities and neighbourhoods, being perceived as less friendly and has impacted on the public's perception of such areas as perhaps unfriendly places to live. Social cohesion and a sense of community spirit is an important area for maintaining healthy societies; indeed, issues of social cohesion and vitality in local neighbourhoods have long been informing the UK governments' planning and social policies. The role played by retailers generally has been recognised as a vital element in the physical, social and economic health of local communities (Bennison & Hines, 2003).

This exploratory study uses the social cohesion and community perspectives from the sociological and urban studies literature to investigate the role of small neighbourhood shops in fostering community spirit, in urban areas. In the retail literature, Smith & Sparks (2000) examined the role of the small independent shop in Scotland, in both urban and rural areas, and have touched briefly on the role of community. Other studies have looked at the independent retail sector and its role as a social hub in fostering community in rural areas (e.g. Broadbridge & Calderwood, 2002; Byrom et al, 2003; Paddison & Calderwood, 2007), or the role of the village shop as a community hub (Kirby, 1982) or community retail enterprise (Calderwood & Davies, 2006), whilst Pioch & Schmidt (2004) have undertaken research about community pharmacies as good neighbours. This research builds on the small number of publications related to the social role of independent retailers, and seeks to extend current thinking about the role of small shops in fostering community spirit in urban and suburban areas of UK towns and cities.

Theoretical framework

Small shops particularly those in rural areas have an obvious community-centre role according to Smith & Sparks (2000); they state that small shops can provide the 'economic glue' for a village or location. Calderwood & Davies (2006), in their work on community retail enterprises in rural areas, state that such outlets are seen by the community as a means of re-establishing a sense of community, as somewhere to meet and talk. Likewise, Dennis et al. (2007) discuss the social benefits of shopping, and emphasise the role of shops as a meeting place for casual social interaction which includes casual conversation, and planned and unplanned meetings with other people.

Pioch & Schmidt (2004) writing about community pharmacies in UK and Germany, observed that closures of independent local pharmacies (owing to financial pressures) are a loss to neighbourhoods, not only of health care providers, but also of a vital hub of social exchange. The role of rural, small shops as a hub of social exchange is well documented. Can the same role apply in urban areas? Williams & Hubbard's (2001) work on retail change and social exclusion, observed that car-less inner city residents have been disadvantaged (food-wise) by the tendency of retail multiples to seek locations on the outskirts of major towns; as a consequence, isolated corner shops



now provide the only local source of fresh fruit and vegetables. Arguably, this represents an opportunity for the owners of small shops in urban areas to enhance their normal role as shopkeepers, by promoting their shops as a meeting place. In the UK, many of those car-less residents will be retired older people, for whom the visit to the corner-shop may provide one of the few opportunities for social interaction.

Methodology

To develop an understanding on the views of owner/managers of independent shops about their neighbourhood community role, the study adopts a two-phased approach in which an interpretivist approach is adopted initially. Exploratory interviews will be held with owner managers of independent small shops in suburban areas of a large city, in the Midlands. A convenience sample of 10 respondents will be interviewed initially. Grounded methodology will be used to analyse the interview data, utilising open coding to break the data into conceptual units (Strauss and Corbin, 2008). At the end of this stage of the research, categories will be developed in order to build a framework for the next quantitative stage of the research.

References

- Bennison, D. & Hines, T. (2003). Guest editorial: Retailing for communities: issues of inclusion and exclusion. *International Journal of Retail & Distribution Management*, 31(8), 385-388.
- Broadbridge, A., & Calderwood, A. (2002). Rural grocery shoppers: do their attitudes reflect their actions? *International Journal of Retail & Distribution Management*, 30(8), 394-406.
- Byrom, J., Medway, D., & Warnaby, G. (2003). Strategic alternatives for small businesses in rural areas. *Management Research News*, 26(7), 33-49.
- Calderwood, E. & Davies, K. (2006). 'The Impact of community co-operatives on shopping behaviour in rural communities in Scotland,' *Review of International Co-operation*, 99(1), 53-62.
- Dawson, J. & Kirby, D. (1979). *Small Scale Retailing in the UK*. Saxon House, Farnborough.
- Dennis, C. Jayawardhena, C. Tiu Wright, L., & King, T. (2007). A commentary on social and experiential (e)retailing and (e)shopping deserts. *International Journal of Retail & Distribution Management*, 35(6), 443-456.
- Guy, C., & Duckett, M. (2003). Small retailers in an inner city community: a case study of Adamstown, Cardiff. *International Journal of Retail & Distribution Management*, 31(8), 401-7.
- Hipp, J.R. & Perrin, A. (2006). Nested Loyalties: Local Networks' Effects on Neighbourhood and Community Cohesion. *Urban Studies*, 43(13), 2503-2523.
- Kirby, D. (1982). Aid to small-scale retailing: the Norwegian case. *European Journal of Marketing*, 15(1), 33-47.
- Lang, T. & Rayner, G., (eds) (2001). "Why health is the key to the future of food and farming, joint submission to the policy commission on the future of farming and food", available at: www.ukpha.org.uk (accessed November).
- Paddison, A., & Calderwood, E. (2007). Rural retailing: a sector in decline? *International Journal of Retail & Distribution Management*, 35(2), 136-155.
- Pioch, E., & Schmidt, R. (2004). Community Pharmacies as good neighbours? A comparative study of Germany and the UK. *International Journal of Retail & Distribution Management*, 32(11), 532-544.
- Putnam, R. (2000). *Bowling Alone – The Collapse and Revival of American Community*. Simon & Schuster, New York.
- Putnam, R.D., Feldstein, L.M., & Cohen, D. (2003). *Better Together: Restoring the American Community*. Simon & Schuster, New York.
- Smith, A., & Sparks, L. (2000). The role and function of the small independent shop: the situation in Scotland. *International Review of Retail, Distribution and Consumer Research*, 10(2), 205-226.
- Williams, P. & Hubbard, P. (2001). Who is disadvantaged? Retail change and social exclusion.



Social marketing for tourism: a destination-based approach for encouraging sustainable tourist behaviour

Julie Wooler
University of Exeter
Email: j.wooler@exeter.ac.uk

Abstract:

Climate change has important implications for tourism, especially as tourism is highly climate dependent but also in terms of the environmental impact of tourist activity. The UNWTO (2008) estimates that tourism and tourist activity accounts for 5% of global carbon dioxide emissions. Therefore this research will explore the relationships between tourism sustainability and behaviour change through adoption of social marketing techniques. Social marketing uses segmentation techniques to provide targeted behaviour change messages to specific elements of the population. (Andreasen, 2006; McKenzie-Mohr & Smith, 2008; French & Blair-Stevens, 2010) Therefore this research is aiming to uncover tourist segments that are most likely to be amenable to behaviour change messages. This will be embedded with a destination-marketing methodology, which will explore the differing barriers and motivations to sustainable tourist behaviour in two resorts in South West England. The final outcome of the research is intended to be an assessment of the potential for a destination-based social marketing approach to behaviour change amongst tourists whilst also exploring the viability of (re)branding resorts as sustainable tourist destinations.

It is proposed that there will be multi-method case study approach to this project. Firstly a survey of tourist behaviour in the study areas will be undertaken (the survey will be designed to gather demographic information, type of visitor (day or staying), transport information, location and type of accommodation, activities undertaken, purchases made and including information regarding pro-environmental behaviour undertaken in the home and holiday environment). Further information will be gathered to ascertain what the perceived motivations and barriers to sustainable tourist behaviour are, this will lead to segmentation analysis to identify potential groups for further analysis and targeting of behaviour change interventions (Barr et al, 2006: Defra, 2008).

The second stage will involve a series of in-depth interviews with selected questionnaire respondents exploring sustainability issues in greater detail.

The third stage will involve a series of interviews with resort stakeholders in order to ascertain how sustainability can be addressed within the resort and to identify any potential barriers to behaviour change within the resort.

It is proposed that a series of interventions to encourage behaviour change will be designed, and implemented. These interventions will reflect the motivations and address the barriers to sustainable tourist behaviour as revealed in the research process. The final stage of the proposed research will assess the effectiveness of the social marketing intervention in terms of behaviour change.

Aim and Objectives

This aim of this research is to encourage destinations to adopt a social marketing driven approach to encouraging sustainable tourism, thus enabling resorts to effectively market themselves as innovative sustainable resorts. Such a social marketing strategy will also help them to develop new markets because of these product innovations and help create momentum for change in other resorts. The research also aims to explore the role social marketing can play in promoting travel mode choice amongst tourists. The research has the following objectives:-

1. To describe and explain the travel mode choices of tourists for their travel to and within specific destinations.



2. To identify the motivations and barriers to reducing private car use and the switch to both public transport and non-private travel.
3. To identify lifestyle groups using segmentation analysis and to explore the lifestyle aspirations, needs and expectations of these clusters.
4. To examine the potential for developing specific, destination-based social marketing strategies for changing travel behaviour of tourists

Methodology

The research will be based in two destinations in South West England (Weston-super-Mare and Minehead in Somerset). Both resorts attract large numbers of visitors both day and staying visitors. Weston-super-Mare is on a main line railway line and is easily accessed by road transport. Minehead is a smaller resort but visitors mainly visit the area by car and there a few public transport links (apart from local bus services).

For each of the case study areas the following methodological stages will be employed:

1. A large-scale resort based survey of visitors to investigate their travel behaviour to and within the destination. This will explore their motivations for using specific modes of travel and the barriers they encounter to changing travel modes. A critical distinction will also be made between those visiting friends and relatives (VFR) and those staying in commercial accommodation. A convenience sample of 200 questionnaires will be completed for each area.
2. From these data, a lifestyle/behaviour segmentation model will be developed to explore different clusters of visitors. This will be used as the basis for a series of in-depth interviews with individuals from each cluster. These interviews will provide valuable data on the needs, aspirations and lifestyle expectations of each cluster and assist in the development of social marketing strategies for each of the destinations.
3. In addition, in-depth interviews will be held with key stakeholders in each destination, including business owners, local leaders and policy makers to determine the potential for exploring a destination-based social marketing approach to behaviour change.
4. Finally a profile of segments from each destination and an appropriate marketing strategy will be developed to explore the opportunities for an approach to social marketing and destination branding.

References

- Andreasen, A. R. (2006). *Social Marketing in the 21st Century*. London: Sage Publications
- French, J., Blair-Stevens, C., McVey, D., & Merritt, R. (2010). *Social Marketing & Public Health: Theory and Practice*. Oxford: Oxford University Press.
- UNTWO (2008) *Climate Change & Tourism: Responding to Global Challenges, World Tourism Organisation & United Nations Environment Program*, Madrid, Spain.



